GuocoLand Limited

Sustainability Report 2026

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River Modern, Artist Impression

ABOUT US

GuocoLand Limited ("GuocoLand") and its subsidiaries ("the Group") is a leading real estate group that is focused on its twin engines of growth in Property Development and Property Investment. It develops, invests in, and manages a portfolio of quality commercial and mixed-use assets providing stable, recurring rental revenue with potential for capital appreciation. The Group has a strong track record in creating distinctive integrated mixed developments and premium residential properties that uplift and transform their local neighbourhoods.

The Group's investment properties – the total value of which stood at S$6.86 billion as at 30 June 2026 – are located across its key markets of Singapore, China and Malaysia, such as Guoco Tower and Guoco Midtown in Singapore, Guoco Changfeng City in Shanghai, and Damansara City in Kuala Lumpur. The Group's iconic residential projects include Martin Modern, Midtown Bay, Midtown Modern, Lentor Modern, Lentor Mansion, Springleaf Residence, Faber Residence and River Modern.

The Group's full value chain capabilities span across the real estate value chain, from planning and design, property investment, property development, and property management to asset management.

GuocoLand is listed on the Mainboard of the Singapore Exchange. The parent company of GuocoLand is Guoco Group Limited, a company listed on the Main Board of The Stock Exchange of Hong Kong Limited. Both GuocoLand and Guoco Group Limited are members of Hong Leong Group in Malaysia.

OUR CORE VALUES

A member of the Hong Leong Group in Malaysia, GuocoLand is built on a strong heritage of value creation for our stakeholders and the communities we operate in. Over the years, we have progressively integrated sustainability into our operations to build a stronger and more resilient organisation.

We are committed to growing our businesses responsibly, balancing environmental considerations with economic goals, and making a positive impact on our stakeholders while contributing to our communities.

GUOCOLAND'S CORPORATE OBJECTIVES ARE FOUNDED ON OUR CORE VALUES:

HONOUR
To conduct business with honour

HUMAN RESOURCES
To enhance the quality of human resources as the essence of management excellence

ENTREPRENEURSHIP
To pursue management vision and foster entrepreneurship

INNOVATION
To nurture and be committed to innovation

QUALITY
To provide products and services that consistently exceed customers' expectations

PROGRESS
To continuously improve existing operations and to position for expansion and new business opportunities

UNITY
To ensure oneness in purpose, harmony and friendship in the pursuit of prosperity for all

SOCIAL RESPONSIBILITY
To create wealth for the betterment of society

BOARD STATEMENT

At GuocoLand, the Board of Directors ("Board") is committed to conducting business in a sustainable manner and integrating sustainability principles into the Group's short-term to long-term business strategies. The Board steers GuocoLand's overall strategic direction, business objectives and policies, with appropriate focus on sustainability issues including environmental, social and governance ("ESG") factors.

To ensure robust corporate governance, the Audit and Risk Committee ("ARC") works closely with the Sustainability Management Committee, which is led by the Group Chief Executive Officer ("GCEO"). Together, they maintain rigorous oversight of our ESG framework, ensuring that material factors and risks are identified and managed while emerging opportunities are leveraged across the Group.

In Singapore, the Group strengthened our market presence by unveiling three new residential developments – Springleaf Residence, Faber Residence and River Modern. The 90,000 square feet Lentor Modern mall was opened in January 2026, bringing vibrancy and convenience to residents of Lentor Hills, Ang Mo Kio and Yio Chu Kang. In February 2026, the Group also announced a privatisation offer for GuocoLand (Malaysia) Berhad ("GuocoLand Malaysia"), which enables GuocoLand Malaysia and its subsidiaries ("GLM Group") to create a more streamlined operating structure and improve the utilisation of resources of the GLM Group. As part of our ongoing capital recycling and portfolio optimisation, the Group successfully divested Thistle Johor Bahru in December 2025.

The Group advanced our sustainable financing efforts under GuocoLand's Green Finance Framework in FY2026. During the year, we announced two new green facilities totalling about S$1.25 billion to finance the development of River Modern and the Lentor Central site. This expands the Group's existing green financing portfolio, which includes the commercial components of the integrated mixed developments Guoco Tower and Guoco Midtown, as well as our residential developments – Lentor Modern, Lentor Mansion, Springleaf Residence and Faber Residence.

In line with our focus on sustainable design, Lentor Mansion is the first GuocoLand development to receive the Building and Construction Authority ("BCA") Green Mark Platinum (Super Low Energy) award with Whole Life Carbon and Maintainability Badges. Our upcoming projects — Springleaf Residence, Faber Residence and River Modern — are also designed to attain the BCA Green Mark Platinum (Super Low Energy) certification upon completion.

The Board would like to express our deepest appreciation to all our stakeholders, including our employees, business partners and investors, who have collaborated with us to develop, implement and refine our strategies for a more sustainable future for all.

Springleaf Residence, Artist Impression

ABOUT THIS REPORT

GuocoLand publishes our sustainability report annually, and in alignment with the reporting period of our financial statements. This report covers GuocoLand's sustainability practices and performance for the period 1 July 2025 to 30 June 2026 ("FY2026").

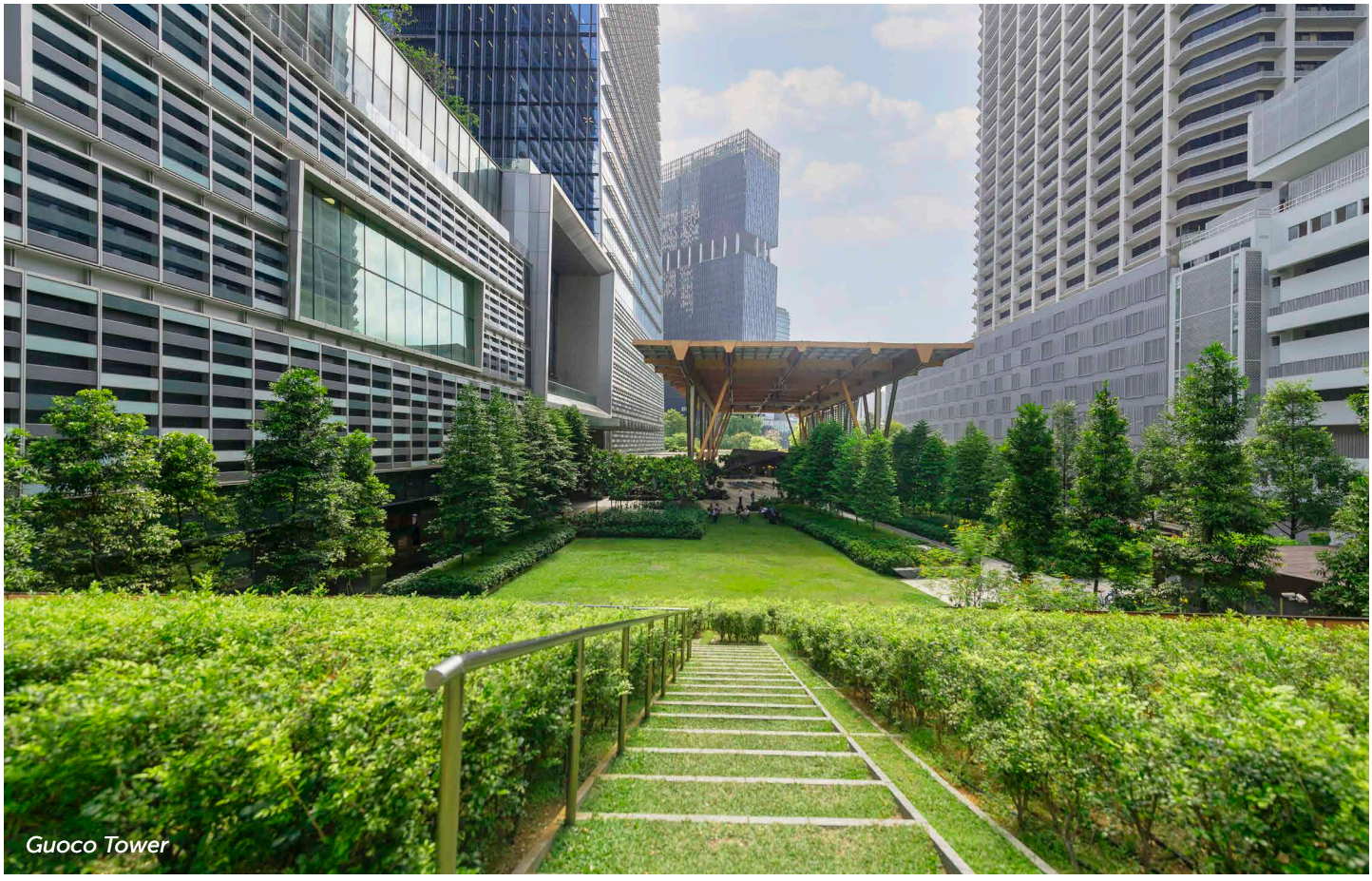
As part of our efforts to reduce paper waste, no hard copies of this report have been printed. This and previous sustainability reports are available on the Company's website at https://www.guocoland.com.sg/SustainabilityReports.shtml.

REPORTING STANDARDS AND FRAMEWORK

The FY2026 Sustainability Report has been prepared in accordance with the Global Reporting Initiative ("GRI") Universal Standards 2021. The GRI Standards are comprehensive and widely adopted by companies in Singapore and globally, facilitating effective benchmarking. Their international recognition and credibility enable us to consistently report on and manage our material ESG factors and related performance year-on-year.

This report aligns with the sustainability reporting requirements of Rules 711A and 711B of the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX-ST") and covers the SGX Core ESG Metrics, which guide issuers to provide a common set of ESG metrics for alignment between users and reporters of ESG information.

In FY2026, GuocoLand advanced our Climate-related Disclosures in line with our commitment to transparency and meeting regulatory requirements. Building on previous years' alignment with the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, this year's report continues to reference the climate-related provisions in the International Sustainability Standards Board's ("ISSB") International Financial Reporting Standards ("IFRS") S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. An ISSB Content Index has been added in this report to demonstrate our progressive adoption of the new climate reporting requirements.



Guoco Tower

REPORTING SCOPE

This report covers GuocoLand's Development Projects and Properties under Management in Singapore, China and Malaysia. GuocoLand Malaysia, which holds the Group's Malaysia assets, became wholly owned by GuocoLand following the completion of a privatisation exercise in August 2026. The Malaysia assets continue to form part of the Group's reporting scope.

	Development Projects	Properties under Management
Singapore	• Lentor Modern[1] • Lentor Mansion • Springleaf Residence • Faber Residence • River Modern	• Guoco Tower • Guoco Midtown • 20 Collyer Quay • Lentor Modern mall[2] • Sofitel Singapore City Centre[3]
China	• Guoco 18T (Residential), Chongqing • Guoco Central Park, Chongqing	• Guoco 18T (Retail), Chongqing • Guoco Changfeng City, Shanghai
Malaysia[4]	• Emerald 9 • Emerald Rawang • Emerald Sepang	• DC Mall[5] • Emerald Central • Menara Guoco (under Tower Real Estate Investment Trust[6] ("Tower REIT")) • Menara HLX (under Tower REIT) • Plaza Zurich (under Tower REIT) • Sofitel Kuala Lumpur Damansara[3] • Thistle Johor Bahru[7] • Thistle Port Dickson

INTERNAL AUDIT AND EXTERNAL ASSURANCE

Our Board and Management ensure that our sustainability reporting process is subject to internal review by GuocoLand's Internal Audit ("IA") function, in accordance with the International Standards for the Professional Practice of Internal Auditing. External assurance has not been implemented for this reporting cycle. Our Board and Management will evaluate the need for such independent assurance as part of our ongoing efforts to enhance sustainability reporting practices.

FEEDBACK

We welcome feedback to help us continuously clarify and improve our sustainability practices, performance and reporting. Such feedback can be submitted via email to contact@guocoland.com.

1 Lentor Modern obtained Temporary Occupation Permit ("TOP") in 1H FY2026.
2 Lentor Modern mall opened in January 2026.
3 The Group owns Sofitel Singapore City Centre and Sofitel Kuala Lumpur Damansara, which are managed by Accor under the luxury 'Sofitel' brand.
4 GuocoLand Malaysia's Properties under Management excludes PJ City Corporate Hub in this report. We will continue to refine our data collection methodology.
5 Includes Damansara City Parking.
6 Tower REIT is a consolidated subsidiary of the Group.
7 Thistle Johor Bahru was divested in December 2025.

EXECUTIVE SUMMARY AND SUSTAINABILITY HIGHLIGHTS

This is GuocoLand's ninth sustainability report, covering the financial year ended 30 June 2026. In line with the Group's commitment to enhancing transparency and disclosures, two[8] new Development Projects in Singapore, Faber Residence and River Modern, have been added to the scope of this report. Disclosures relating to Springleaf Residence, which was launched in FY2026, had been included in GuocoLand's Sustainability Report for the previous financial year ended 30 June 2025.

The Company continued to adopt sustainable design across our residential projects in Singapore in FY2026. Faber Residence and River Modern are both designed to attain the BCA Green Mark Platinum (Super Low Energy) certification upon completion. They join Lentor Mansion, which is already certified, and Springleaf Residence, which is on track to achieve the same certification upon completion.

Building on our climate-related disclosures aligned with the recommendations of TCFD, this year's report takes a further step towards full alignment with ISSB's IFRS S2 Climate-related Disclosures through the inclusion of an ISSB Content Index.

In FY2026, the Group achieved all our sustainability-related targets. Refreshed targets have been established for the next financial year ending 30 June 2027 ("FY2027") to drive accountability and continued progress in our sustainability efforts.

GuocoLand also announced two green facilities – a S$619.3 million green facility for the development of River Modern and S$634.7 million for the development of the new Lentor Central site – under our Green Finance Framework. This Framework provides the Group access to various fundraising options with structures tailored to contribute to sustainable development. This brings the cumulative amount of green financing secured, across past and current facilities, to about S$5.2 billion as at 30 June 2026.

FY2026 delivered several important ESG milestones, reflecting our dedication to embedding sustainability across the Group. Key highlights include the following:

TOWARDS A GREENER FUTURE

- 2% reduction in total Energy Consumption from FY2025
- 6% reduction in Scope 2 Greenhouse Gas Emissions from FY2025
- 43% year-on-year increase in recycled waste
- Secured about S$5.2 billion in total green financing to date, including past and current facilities
- Lentor Mansion is the first GuocoLand project to be awarded the BCA Green Mark Platinum (Super Low Energy) award

EMPOWERING OUR PEOPLE

- 49% female representation in total global workforce
- 33% female representation on the Board of Directors
- Zero incidents of work-related fatalities and major injuries across Singapore, China, and Malaysia
- 47% of employees have tenures of five years or more across Singapore, China and Malaysia

CONDUCTING BUSINESS WITH HONOUR

- Zero breaches of customer privacy
- Zero incidents of environmental non-compliance
- Early adopter of the BE CARE Charter to embed a culture of openness, respect and collaboration

CARING FOR OUR COMMUNITY

- Zero incidents of non-compliance with building safety matters
- 286 wishes fulfilled through "Gifting for Good 2025" in partnership with The Boys' Brigade
- 56 units of blood collected at GuocoLand's second blood donation drive
- Established the Guoco Midtown Public Art Wall in collaboration with DECK, a permanent 44-metre public exhibition space for the community

Please refer to the corresponding sustainability framework pillars and disclosures in this Sustainability Report for more details.

8 Springleaf Residence was included in FY2025's scope, but was only launched for sale in FY2026.

SUSTAINABILITY AT GUOCOLAND

SUSTAINABILITY GOVERNANCE STRUCTURE

GuocoLand's Board is responsible for overseeing the Company's sustainability and climate strategy. The Board has established a clear governance structure to manage related risks and opportunities.

The ARC assists the Board in monitoring and overseeing sustainability governance. It reviews GuocoLand's risk profiles, quarterly regulatory compliance, the sustainability reports as well as the assurance provided by the IA team in relation to the internal review of the Company's sustainability reporting processes.

The Sustainability Management Committee, led by the GCEO and comprising senior executives from the various business units, handles the day-to-day execution of sustainability initiatives and reports to the ARC. The Sustainability Management Committee develops and implements GuocoLand's sustainability objectives, strategies, policies and approaches. The Committee meets regularly to:

- Review action plans and performance data against established environmental and social targets to ensure effective implementation and corporate accountability.
- Align strategies across various working committees and business functions within the Group.
- Proactively identify and tackle operational gaps, harness ESG-related opportunities and innovations, and track market trends and emerging regulatory requirements to strengthen the Group's long-term resilience.

More details on the ARC and GuocoLand's Corporate Governance can be found in the Annual Report 2026.

SUSTAINABILITY AT GUOCOLAND

SUSTAINABILITY FRAMEWORK

Since 2019, GuocoLand's sustainability journey has been anchored by our comprehensive four-pillar framework – a strategic blueprint that guides employees in their work towards the corporate mission of "Guoco Sustainability Value Creation".

PILLAR 1: TOWARDS A GREENER FUTURE

We aim to reduce waste and improve efficiency in energy and use of resources, covering every facet of our operations and seek to entrench the philosophy into a Group-wide awareness and culture of caring for the environment as a community corporate citizen.

PILLAR 2: EMPOWERING OUR PEOPLE

We aim to create a diverse, welcoming culture and a safe working environment in which our people are engaged, nurtured and empowered to reach their full potential.

PILLAR 4: CARING FOR OUR COMMUNITY

We aim to contribute to the betterment of our society, to create collective advancement and harmonious community relationships.

PILLAR 3: CONDUCTING BUSINESS WITH HONOUR

We aim to uphold good business ethics and integrity, and to develop long-term relationships with our business partners based upon fairness, mutual trust and benefits.

STAKEHOLDER ENGAGEMENT

GuocoLand identifies key stakeholders based on their influence on our business and how they are impacted by our operations. Through regular engagement, we listen to their evolving needs and expectations while sharing our sustainability efforts. The two-way communication helps us refine our strategies, drive operational improvements and ensure the co-creation of long-term value.

Stakeholders	Engagement Platforms	Key Topics	Responses to Key Topics
Customers — Tenants / Homebuyers / Hotel Guests & Visitors / Retail Shoppers	• Tenant meetings, surveys, and circulars and notices • Customer service teams • Email and phone channels • Social media channels	• Lease terms and facilities management • Quality of product and timely delivery • Customer experience	Refer to Pillar 3 – Conducting Business with Honour; and Pillar 4 – Caring for Our Community
Investors	• SGX-ST announcements and news releases on corporate website • Annual General Meeting • Investor meetings and conferences • Research analyst briefings • Email and phone channels	• Long-term value creation • Strategies for growth • Transparency and timely information • Corporate governance practices	Refer to Chairman's Statement; Group CEO's Statement; Business Updates; and Corporate Governance section of the Annual Report 2026; Pillar 3 – Conducting Business with Honour; and Climate-related Disclosures
Suppliers	• Onsite inspections • In-person meetings • Email and phone channels	• Occupational health and safety • Product quality, health and safety • Environmental compliance	Refer to Pillar 1 – Towards a Greener Future; Pillar 3 – Conducting Business with Honour; and Pillar 4 – Caring for Our Community
Employees	• Regular management meetings • Annual performance appraisal discussions • Knowledge sharing sessions • Townhall with Senior Management • Internal communications • Social media channels • Orientation programmes, coffee chat sessions with the Management and lunch talks	• Welfare • Health and wellbeing • Performance	Refer to Pillar 2 – Empowering Our People
Regulators / Government	• Onsite inspections • In-person meetings • Email and phone channels • Regulatory filings	• Environmental compliance • Labour standard compliance • SGX-ST listing requirements	Refer to Pillar 1 – Towards a Greener Future; Pillar 3 – Conducting Business with Honour; Pillar 4 – Caring for Our Community; and Climate-related Disclosures

SUSTAINABILITY AT GUOCOLAND

MATERIALITY ASSESSMENT

We conducted an impact materiality assessment in FY2024, in line with GRI Standards to identify the material ESG factors and the significant impacts our business activities have on the economy, environment and people. The process to determine the material ESG factors is as follows:

1
We conducted a comprehensive review of our business activities and their relationships to understand the positive and negative impacts on the economy, environment and people.

2
We identified the actual and potential impacts of our operations across our value chains.

3
We assessed the significance of these impacts, considering their magnitude (scale, scope and severity) and the likelihood of their occurrence.

4
We engaged our stakeholders for feedback to assist in prioritising and shortlisting the material ESG factors for reporting.

5
The shortlisted material ESG factors were then reviewed and validated by the Management team, and subsequently approved by the Board.

For FY2026, we have reviewed and retained the material ESG factors from the previous year as they remain significant to GuocoLand's stakeholders, business operations and long-term value creation. The material ESG factors are:

PILLAR 1: TOWARDS A GREENER FUTURE

- Energy and Emissions
- Water
- Waste

PILLAR 2: EMPOWERING OUR PEOPLE

- Talent Attraction and Retention
- Diversity and Equal Opportunity
- Occupational Health and Safety
- Human Rights and Labour Conditions

PILLAR 3: CONDUCTING BUSINESS WITH HONOUR

- Risk Management and Compliance
- Anti-Corruption and Anti-Bribery
- Data Protection and Privacy
- Innovation

PILLAR 4: CARING FOR OUR COMMUNITY

- Customer and Quality
- Local Communities

MEMBERSHIPS OF ASSOCIATIONS AND EXTERNAL INITIATIVES

GuocoLand holds memberships in various pertinent local and international business and community organisations, including:

Singapore

- Business China
- Business Improvement District (Tanjong Pagar precinct)
- Real Estate Developers' Association of Singapore
- Singapore Business Federation
- Singapore Green Building Council ("SGBC")
- Singapore Hotel Association
- Singapore Institute of Directors

China

- Chongqing Association of Real Estate Development
- Chongqing Real Estate Association
- Shanghai Parking Service Trade Association
- Shanghai Putuo District Public Security Association
- Shanghai Fire Protection Association
- Singapore Chamber of Commerce and Industry in China

Malaysia

- FIABCI Malaysia
- Real Estate and Housing Developers' Association Malaysia

Faber Residence, Artist Impression

TOWARDS A GREENER FUTURE

Guoco Midtown

Across our key markets, we seek to improve energy and water efficiency, while reducing carbon emissions and waste production. We do this by incorporating sustainable design principles, resource-efficient technologies, as well as responsible construction and building management practices into our developments and operations. Our approach is guided by applicable statutory requirements, codes and building standards, as well as recognised industry frameworks and initiatives. Through these efforts, we hope to minimise the environmental impact of our business and build a sustainably resilient portfolio of properties for the long term.

GuocoLand aims to foster a Group-wide culture of care for the environment, in line with our responsibilities as a corporate citizen. This pillar encompasses the following material ESG factors:

- Energy and Emissions
- Water
- Waste

ENERGY AND EMISSIONS

GuocoLand's Decarbonisation Journey

Energy and emissions are a material concern for GuocoLand across our three key markets of Singapore, China and Malaysia. We recognise decarbonisation as an organisational imperative that extends beyond compliance and supports asset value, resilience and stakeholder trust. Our decarbonisation efforts are anchored by the following strategies:

- **Focusing on operational excellence**
  We embed operational excellence into our asset management approach, particularly through proactive facilities management ("FM") of our Properties under Management to drive reductions in energy and water use, emissions intensity and absolute emissions over the long term. By fine-tuning building systems and leveraging smart FM protocols such as real-time energy monitoring and automated controls, we minimise inefficiencies in daily operations. In addition, periodic infrastructural enhancements, such as the optimisation of Guoco Tower's chiller plant and air handling units ("AHUs"), can directly reduce energy consumption and extend the useful lifespan of equipment.

- **Building sustainable developments**
  Each new Development Project presents an opportunity to innovate and improve on energy efficiency. Our approach emphasises the adoption of the BCA Green Mark Platinum (Super Low Energy) standard for our new residential developments in Singapore. Developments like Lentor Mansion and Springleaf Residence demonstrate how we integrate efficiency directly into our designs — for example, installation of rooftop solar panels reduces the common areas' usage of grid electricity, thereby lowering emissions and operating costs. By incorporating biodiversity features and using low-carbon building materials, we seek to create healthier, more liveable environments for residents while reducing the environmental impact of our developments.

- **Leveraging green financing**
  GuocoLand's sustainable developments are backed by a formalised Green Finance Framework, which enables green finance transactions to fund and refinance projects while delivering environmental and social benefits that support our sustainability objectives. To date, we have secured about S$5.2 billion in green financing, including past and current facilities. The integration of finance with verifiable green standards affirms that decarbonisation is a financially sustainable, measured and accountable outcome across GuocoLand's development lifecycle.

TOWARDS A GREENER FUTURE

Our decarbonisation approach also takes into consideration the circumstances of geographical markets. In Singapore, optimising our energy usage and reducing emissions are crucial due to rigorous green building standards and the step-up carbon tax that would lead to increases in electricity tariffs over time. By reducing our energy footprint through initiatives like the chiller plant optimisations at Guoco Tower and pursuing the highest Green Mark standards for new residential developments, we contribute towards the Singapore Green Plan 2030's target to green 80% of buildings as well as the country's long-term commitment under the Paris Agreement to achieve net-zero emissions by 2050.

In China, which has set a national target of carbon neutrality by 2060, we remain focused on adopting international and local building standards such as China's Green Standard Certification. Guoco Changfeng City's use of solar energy reduces the reliance on grid electricity, supporting China's decarbonisation efforts. In 2025, China expanded its national Emissions Trading System beyond the power sector to include steel, cement and aluminium.

Malaysia aims to achieve net-zero emissions by 2050. In April 2026, the government deferred the rollout of a carbon tax to avoid burdening industries and consumers amid global economic and geopolitical uncertainties. Nonetheless, we take a long-term view and remain committed to low-carbon investments, green building certifications such as Malaysia's Green Building Index and sustainable FM practices, which include tracking of energy consumption data and periodic energy audits in compliance with the Energy Efficiency and Conservation Act 2024.

Our Initiatives

Sustainable Developments

For our Development Projects in Singapore, building materials that are certified by the SGBC are used for construction. To enhance indoor air quality, low-emitting materials — including composite wood, agri-fibre products, adhesives, sealants and paints with no added urea-formaldehyde resins or low volatile organic compound content — are used. Tenants are encouraged to use similarly low-emitting products during renovations. At Guoco Tower in Singapore and Guoco Changfeng City in China, electricity is generated from solar panels to partially power common area lighting, reducing reliance on grid electricity.

At other Singapore developments such as Lentor Mansion, low-carbon concrete is used during construction and is expected to reduce embodied carbon by more than 30% from the Green Mark baseline. Three-quarter-height glass windows are used to minimise heat gain and glare at Lentor Mansion. Similar windows are also used at Springleaf Residence, where they help to reduce the risk of bird strikes due to the development's proximity to migratory flight paths. A lush green belt has also been incorporated within Springleaf Residence's site to guide bird movement away from the high-rise residential towers.

In China, GuocoLand used aerated concrete blocks, ready-mixed mortar and pre-mixed concrete to reduce construction-related environmental impacts at Guoco Central Park.

Driving Energy Efficiency

For Guoco Midtown's Green Mark re-certification process in May 2025, monthly audits were conducted by a Singapore Certified Energy Manager. GuocoLand implemented measures arising from the audits to improve energy efficiency and manage energy usage, enabling Guoco Midtown to maintain its BCA Green Mark Platinum status, an award first conferred in January 2020.

We are focused on reducing power consumption and enhancing overall energy efficiency across our developments. AHUs are installed with high-efficiency motors for improved energy savings. Lifts are equipped with regenerative features to cut down on energy consumption. LED lighting is used throughout interior spaces to consume less energy yet provide adequate lighting, while motion sensors are installed in stairwells and toilets to ensure lights are only activated when needed.

At GuocoLand's office in Guoco Tower, the FM team adjusted 97% of the Variable Air Volume boxes, which regulate the volume of cooled air reaching each zone, to a temperature of 25 degrees Celsius, thus optimising air-conditioning performance and reducing energy consumption. Periodic energy conservation reminders are sent to staff to switch off the lights in the office and pantry areas after working hours and over the weekends. Other operational adjustments to reduce energy usage include the partial deactivation of office lifts and escalators during off-peak hours at Guoco Tower and Guoco Midtown.

Our Performance

All recent residential, office and retail developments built by GuocoLand in Singapore have been awarded the Green Mark Gold^{Plus} or higher certifications by the BCA. These certifications reflect GuocoLand's efforts in reducing carbon emissions and creating healthier indoor spaces for occupants, while also supporting more efficient building operations and lower operating costs. To date, Lentor Mansion has attained the BCA Green Mark Platinum (Super Low Energy) certification, and at least three of GuocoLand's upcoming developments – Springleaf Residence, Faber Residence and River Modern – will also attain the BCA Green Mark Platinum (Super Low Energy) certification when they are completed. Our developments in China and Malaysia have also received local and international green certifications.

The green certifications for GuocoLand and our developments in our core markets of Singapore, China and Malaysia are listed in the table below.

Entity/Property	Green Certifications
Singapore	
GuocoLand	BCA Green Mark Champion
Faber Residence	BCA Green Mark Platinum (Super Low Energy) (upon project completion)
Guoco Midtown	BCA Green Mark Platinum
Guoco Midtown II & Midtown Modern	BCA Green Mark Gold^{Plus}
Guoco Tower	BCA Green Mark Platinum Leadership in Energy and Environmental Design ("LEED") Platinum Certified
Lentor Mansion	BCA Green Mark Platinum (Super Low Energy) with Whole Life Carbon and Maintainability Badges
Lentor Modern	BCA Green Mark Gold^{Plus}
Lentor Modern mall	BCA Green Mark Gold^{Plus}
River Modern	BCA Green Mark Platinum (Super Low Energy) (upon project completion)
Sofitel Singapore City Centre	BCA Green Mark Gold
Springleaf Residence	BCA Green Mark Platinum (Super Low Energy) (upon project completion)
China	
Guoco Changfeng City	WELL Core Platinum LEED Platinum Certified
Guoco 18T	China Green Standard Certification WELL Core Platinum
Guoco Central Park	China Green Standard Certification (upon project completion)
Malaysia	
Menara Guoco	Green Building Index Certification Gold LEED 2009 Core & Shell Development accreditation
Sofitel Kuala Lumpur Damansara	Green Globe Certified

TOWARDS A GREENER FUTURE

Energy Consumption

In FY2026, our energy consumption totalled 63,897,352 kWh, representing a 2% decrease compared to FY2025.

Energy Consumption (kWh)	FY2024	FY2025	FY2026
Non-Renewable Fuel Consumption:			
Natural Gas	1,897,695	1,032,481	863,086
Diesel	33,348	60,476	94,351
Petrol	60,443	89,651	70,819
Liquefied Petroleum Gas ("LPG")	727,238	1,386,223	1,060,838
Town Gas	-	451,596	365,027
Grid Electricity Consumption[9]	64,307,443	61,764,105	61,101,301
Onsite Solar Energy Generated and Used[10]	354,049	357,538	341,930
Total Energy Consumption[11] (kWh)	**67,380,216**	**65,142,070**	**63,897,352**

Energy Intensity

For our Properties under Management, we achieved an overall Energy Intensity of 99 kWh of energy per m^2 of Gross Floor Area ("GFA"), constituting a 2% increase from FY2025.

Energy Intensity (kWh of energy consumed per m^2 of GFA)	FY2024	FY2025	FY2026
Properties under Management[12]	115	97	99

9 FY2025 grid electricity consumption has been restated due to a correction for Guoco Midtown.
10 Electricity generated is from the solar photovoltaic panels installed on GuocoLand's Properties under Management.
11 Includes energy consumption from Properties under Management and Development Projects. FY2025 total energy consumption has been restated due to a correction to Guoco Midtown's grid electricity consumption.
12 FY2024 energy intensity has been restated due to correction of GLM Group's Properties under Management GFA. FY2025 energy intensity has been restated due to a correction to Guoco Midtown's grid electricity consumption and GLM Group's Properties under Management GFA.

Emissions

For GuocoLand's sustainability reporting, we have adopted the operational control approach under the Greenhouse Gas ("GHG") Protocol to define organisational boundaries for GHG accounting and reporting. Scope 1 emissions increased by 4% compared to FY2025, arising from a moderate increase in the amount of refrigerants used by Singapore's Properties under Management.

Our Scope 2 emissions are location-based as we do not have separate renewable energy procurement contracts. The onsite solar energy generated and used has helped to reduce the amount of grid electricity purchased, thus reducing Scope 2 emissions.

In total, we have identified seven key Scope 3 categories that are most relevant to our operations. Scope 3 emissions accounted for 80% of the Group's total GHG emissions, with the most significant contribution arising from Category 1 (Purchased Goods and Services).

In FY2026, we produced 182,386 tCO_2e of Scope 1, 2 and 3 emissions, a 24% decrease in our total emissions as compared to FY2025. This was mainly due to the decrease in emissions in Scope 3 Category 1 (Purchased Goods and Services).

Emissions (tCO_2e)	FY2024	FY2025	FY2026
Scope 1 Emissions[13]	2,010	770	801
Scope 2 Emissions[14] (Location-Based)	37,739	37,167	34,890
Scope 3 Emissions[15]	88,146	203,142	146,695
Total Emissions (Scope 1, 2 and 3) (tCO_2e)	**127,895**	**241,079**	**182,386**

Emissions Intensity

Emissions Intensity (tCO_2e per m^2 of GFA)	FY2024	FY2025	FY2026
Scope 1 and 2 Emissions Intensity[16]	0.07	0.06	0.06

GuocoLand's progress towards our FY2026 targets is presented in the table below. We have also set our targets for FY2027.

Material ESG Factors	FY2026		FY2027
	Target	Performance	Target
Energy	Maintain Green Mark Platinum certification for our integrated developments in Singapore, namely Guoco Tower and Guoco Midtown.	Target met.	Maintain Green Mark Platinum certification for our integrated developments in Singapore, namely Guoco Tower and Guoco Midtown.
Emissions	Monitor and mitigate emissions intensity.	Target met.	Monitor and mitigate Scope 1 and Scope 2 emissions intensity.

13 Scope 1 emissions are emissions arising from GuocoLand's fuel (diesel, petrol, LPG, town gas and natural gas) and refrigerant usage, calculated using emission factors from the UK government's Department for Environment, Food & Rural Affairs ("DEFRA") and Singapore Emission Factors Registry ("SEFR").

14 Scope 2 emissions are indirect emissions resulting from the generation of purchased or acquired electricity by GuocoLand, calculated using emissions factors from Singapore Energy Statistics published by the Energy Market Authority in Singapore, Grid Emission Factor in Malaysia and the Ministry of Ecology and Environment's Grid Emission Factors in China. FY2025 Scope 2 emissions have been restated due to a correction to Guoco Midtown's grid electricity consumption.

15 Scope 3 emissions include seven categories identified as relevant to GuocoLand's operations, covering Categories 1, 2, 3, 5, 6, 7 and 13. There were restatements of prior year data. Emissions were calculated using a combination of emission factors, including DEFRA and SEFR.

16 FY2025 emissions intensity has been restated due to a correction to Guoco Midtown's grid electricity consumption and GLM Group's Properties under Management GFA.

TOWARDS A GREENER FUTURE

WATER

GuocoLand manages our water footprint by optimising consumption across our asset portfolio. This entails taking a proactive approach to improving water efficiency by integrating water-saving technologies, highly efficient fixtures and smart management practices into our existing and new developments. By embedding water circularity and conservation into our design and operations, we ensure that our properties can meet stringent local standards.

Our Initiatives

Water Management Practices

At GuocoLand's Springleaf Residence, Earth Control Measures are implemented before and during construction to manage rainwater runoff, prevent sediment discharge and collect silty water. The treated wastewater from these measures and washing bays is reused for toilet flushing and general site cleaning, thus reducing the consumption of and reliance on potable water.

GuocoLand is dedicated to advancing sustainability through water management practices across our properties. For example, water-saving fixtures such as sensor-activated faucets, self-closing water taps and water efficient flush valves for urinals are installed at Guoco Tower, Guoco Midtown, 20 Collyer Quay and Lentor Modern mall. At Guoco Tower and Guoco Midtown, condensate water from AHUs is collected and recycled for use in the cooling tower, while rainwater is harvested from canopy roofs and sky terraces, treated through filtration and used for landscape irrigation. Regular monitoring of water meters and maintenance of faucets and flush valves help identify irregularities and ensure optimal water usage.

We have established and implemented comprehensive water management plans. These plans include prioritising alternative water resources and maximising their use, such as the use of harvested rainwater, to ensure optimal water conservation. We regularly monitor and evaluate water consumption and quality to ensure system effectiveness. By integrating this approach into our broader sustainability framework, we align our water use practices with our environmental and resource conservation goals.

Springleaf Residence, Artist Impression

Our Performance

In FY2026, for Properties under Management, we achieved an overall Water Use Intensity of 1.27 m^3 of water consumed per m^2 of GFA, constituting a 4% increase when compared with FY2025.

Water Consumption (m^3)	FY2024	FY2025	FY2026
Properties under Management[17]	824,042	794,439	806,449
Development Projects	19,556	22,705	11,453
Total Water Consumption (m^3)	**843,598**	**817,144**	**817,902**

Water Use Intensity (m^3 of water consumed per m^2 of GFA)	FY2024	FY2025	FY2026
Properties under Management[18]	1.42	1.22	1.27

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Water	Manage water consumption by installing and maintaining water-efficient fixtures[19].	Target met.	Manage water consumption by installing and maintaining water-efficient fixtures[20].

17 FY2025 water consumption has been restated due to corrections for Guoco Midtown and Menara HLX.
18 FY2024 water use intensity has been restated due to correction of GLM Group's Properties under Management GFA. FY2025 water use intensity has been restated due to corrections to Guoco Midtown's and Menara HLX's water consumption.
19 For all Properties under Management, excluding Hotels.
20 For all Properties under Management, excluding Hotels.

TOWARDS A GREENER FUTURE

WASTE

Across our core markets of Singapore, China and Malaysia, we prioritise responsible waste management, such as material reutilisation and recycling initiatives, to minimise environmental impact and align with national environmental policies.

GuocoLand adopts a holistic approach to managing construction waste and general waste, guided by the principles of reuse, reduce and recycle. This strategy underpins our commitment to responsible resource use and environmental stewardship across all our projects. For our Development Projects, this includes the reuse of materials and incorporation of recycled content to minimise waste generation. At our Properties under Management, GuocoLand is focused on minimising waste at source and maximising recycling across our operations.

Our Initiatives

Waste Reduction and Responsible Disposal

At Springleaf Residence, residual concrete from construction is used for building worker footpaths and erosion control walls. Natural boulders and granite salvaged from the construction site were reused for landscaping both onsite and at Lentor Mansion, reducing the need for new resources and diverting construction materials from landfills by giving them a second life.

The Group adheres to local authorities' regulations and guidelines on disposal of construction waste. In Singapore, GuocoLand engages waste collectors licensed by the National Environment Agency for all waste collection activities. Contractors are required to comply with the BCA Green and Gracious Builder standards and ISO 14001 requirements, which include obligations for environmentally responsible waste management practices during construction.

Sustainable Construction Practices

GuocoLand is dedicated to promoting environmental stewardship and sustainable building practices. Our Development Projects in Singapore utilise Design for Manufacturing and Assembly (DfMA) practices, such as Prefabricated Prefinished Volumetric Construction (PPVC) or Advanced Precast Concrete System (APCS), for more than 60% of the constructed floor area to significantly minimise onsite wastage.

At Springleaf Residence, a four-storey building that was part of the former Upper Thomson Secondary School, completed in 1965, will be conserved and repurposed into a residential building. Existing timber flooring from the former school hall, salvaged ventilation blocks and school fixtures will be repurposed and incorporated into the clubhouse's interior material palette. The Group has also introduced stone polymer composite vinyl flooring at Lentor Mansion as a more sustainable alternative to traditional tiles, reducing future hacking works and associated waste at end-of-life.

In China, Guoco Central Park adopts prefabricated stairs, laminated floor slabs and partition walls produced in factories and assembled onsite, further minimising construction waste.

Waste Management Programme

GuocoLand has a comprehensive waste management and recycling programme at our Properties under Management, which includes supporting our tenants in effectively managing and recycling their waste.

New office tenants at GuocoLand's properties across Singapore, China and Malaysia are provided with green fit-out guidelines to minimise the generation of construction waste and pollutants during renovations. At Guoco Tower and Guoco Midtown, all tenants are provided with a Disposal and Recycling Guide containing instructions and tips to help them manage waste effectively and adopt sustainable habits. To encourage recycling, segregated recycling bins for paper, plastic, cans and electronic waste ("e-waste") are placed at multiple locations across the properties. These recycling bins are accessible to both tenants and the public, enabling proper waste segregation and the safe recovery of valuable resources to be carried out. Door-to-door e-waste collection is also provided to office tenants at Guoco Tower, Guoco Midtown and 20 Collyer Quay to encourage proper disposal and improve recycling rates.

At Lentor Modern mall, an onsite food waste digester processes food waste generated by tenants. Individual tenants' usage of the food digester is monitored through Radio Frequency Identification technology, enabling more targeted waste management measures and accountability across the development.

Our Performance[21]

Waste Generated

In FY2026, GuocoLand generated 3,905 metric tonnes of waste, constituting a 9% increase when compared with FY2025.

Total Waste Generated (Metric Tonnes)	FY2024	FY2025	FY2026
Properties under Management	**3,467**	**3,578**	**3,905**
Breakdown by Management Method (Metric Tonnes)			
Recycling	102	131	187
Landfill	1,127	1,035	1,043
Incineration	2,238	2,412	2,675
Breakdown by Composition (Metric Tonnes)			
General Waste	3,365	3,447	3,717
Paper	82	113	162
Plastic	6	4	4
Metal	4	5	6
Glass	7	3	5
E-waste	3	4	8
Oil	1	2	2

Waste Intensity

In FY2026, GuocoLand's waste intensity was 6.17 kg per m^2 of GFA, constituting a 12% increase when compared with FY2025.

Waste Intensity (kg of waste generated per m^2 of GFA)	FY2024	FY2025	FY2026
Properties under Management[22]	5.99	5.50	6.17

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Waste	Continued waste management and reporting.	Target met.	Continued waste management and reporting.

21 All data in this section excludes Development Projects as the waste generated falls under the purview of our main contractors.
22 FY2024 waste intensity and FY2025 waste intensity have been restated due to correction of GLM Group's Properties under Management GFA.

TOWARDS A GREENER FUTURE

GUOCOLAND'S SUSTAINABILITY IN PRACTICE: SPRINGLEAF RESIDENCE

Overview

Jointly developed by GuocoLand and Hong Leong Holdings Limited, Springleaf Residence is a 941-unit private residential development on a 3.2-hectare site. This will be GuocoLand's second residential project to achieve the BCA Green Mark Platinum (Super Low Energy) certification. Situated along Upper Thomson Road, it is less than a two-minute sheltered walk from Springleaf MRT station. Bordered by the Central Catchment Nature Reserve, Nee Soon Swamp Forest and Springleaf Forest, the development offers residents unobstructed views of the lush greenery.

Biodiversity-Sensitive Design

Springleaf Residence marks a major sustainability milestone as our first development which incorporates biodiversity-sensitive design. Biodiversity-sensitive features include a Native Forest Corridor encircling the development. This 730-metre corridor features 123 native plant species and dominant tree canopies to facilitate the movement and habitat connectivity for animals, effectively guiding bird flight paths and enhancing local biodiversity.

A majestic conserved rain tree greets residents and visitors at the Arrival Court, serving as a landmark in the development. The inner landscape gardens embrace a meadow concept with grasses and flowering shrubs designed to attract butterflies. To foster engagement between people and nature, the development features plaques and information panels describing the native species found within the development.

Springleaf Residence, Artist Impression

Each of the five 25-storey residential towers has two sky terraces with different flora to attract birds and pollinators, bringing nature into the development and providing residents with views of the surrounding reservoirs and the Central Catchment Nature Reserve.

A substantial 77% of the land is dedicated to landscaping and facilities, supporting the physical and mental wellness of residents. The residential towers are designed with a window-to-wall ratio of under 50% to prevent bird strikes and recessed window glass is used to increase shade and reduce reflectivity. To mitigate light pollution, the development uses warm-toned lighting throughout, which is gentler on the eyes.

Adaptive Reuse and Conservation

A distinct feature of Springleaf Residence is the conservation and adaptive reuse of part of the former Upper Thomson Secondary School, which was completed in 1965. The four-storey main building will be transformed into 32 residential units, while a perpendicular wing block will be repurposed and become known as Springleaf Club, which houses the development's communal facilities such as a gym, study room, and an arts and crafts room.

The ECA House is another unique feature of the development, rekindling residents' memories of their school days, and comprises a Celebrities' Kitchen and three modular multi-function rooms. It also forms part of the native forest corridor, reinforcing the concept of a continuous ecological link through the site. Existing timber flooring from the former school hall, along with salvaged ventilation blocks, will be repurposed and incorporated into the interior material palette. This integration further underscores the concept of adaptive reuse and conservation of the site's existing material fabric.

Springleaf Residence, Artist Impression

EMPOWERING OUR PEOPLE

Guoco Midtown

Our people are key to GuocoLand's long-term growth and organisational resilience. We seek to attract, develop and retain a capable and engaged workforce by providing opportunities for learning and career development, and supporting employee wellbeing. We are also committed to fair and responsible employment practices, equal opportunity, respect for human rights, and a healthy and safe working environment, in accordance with applicable labour laws and internationally recognised labour standards. By fostering a diverse and inclusive workplace, we support the continued development and wellbeing of our people, while encouraging collaboration and innovation.

GuocoLand aims to create a diverse, welcoming and safe workplace where employees are engaged, nurtured and empowered to reach their full potential. This pillar encompasses the following material ESG factors:

- Talent Attraction and Retention
- Diversity and Equal Opportunity
- Occupational Health and Safety
- Human Rights and Labour Conditions

STAFF PROFILE

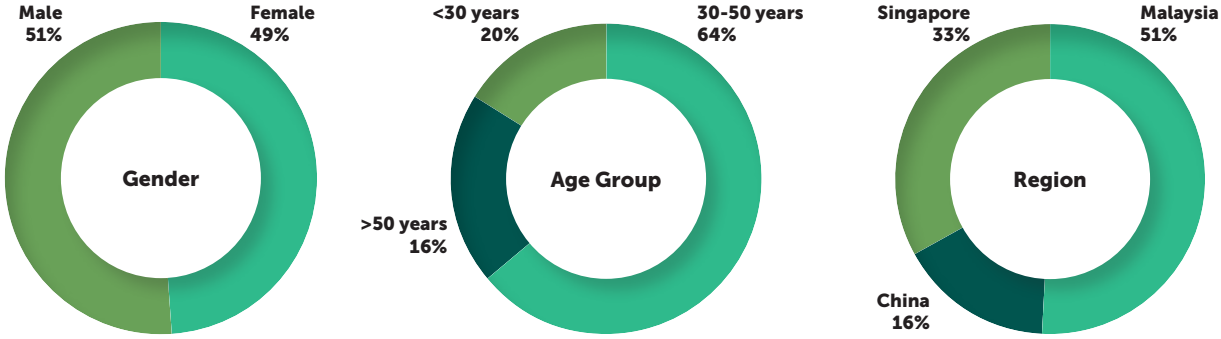
As at 30 June 2026, we have a total of 985 employees, comprising 90% permanent employees and 10% temporary employees.

	Employees by Employment Contract				Employees by Employment Type			
	883 Permanent		102 Temporary		984 Full Time		1 Part Time	
Singapore	313	35%	8	8%	320	33%	1	100%
China	80	9%	79	77%	159	16%	0	0%
Malaysia	490	56%	15	15%	505	51%	0	0%
Male	450	51%	49	48%	499	51%	0	0%
Female	433	49%	53	52%	485	49%	1	100%

The Group is committed to fostering a diverse and inclusive workplace. We maintain a healthy gender balance with women representing 49% of our total workforce in FY2026. In addition, 64% of our staff are between the ages of 30 and 50.

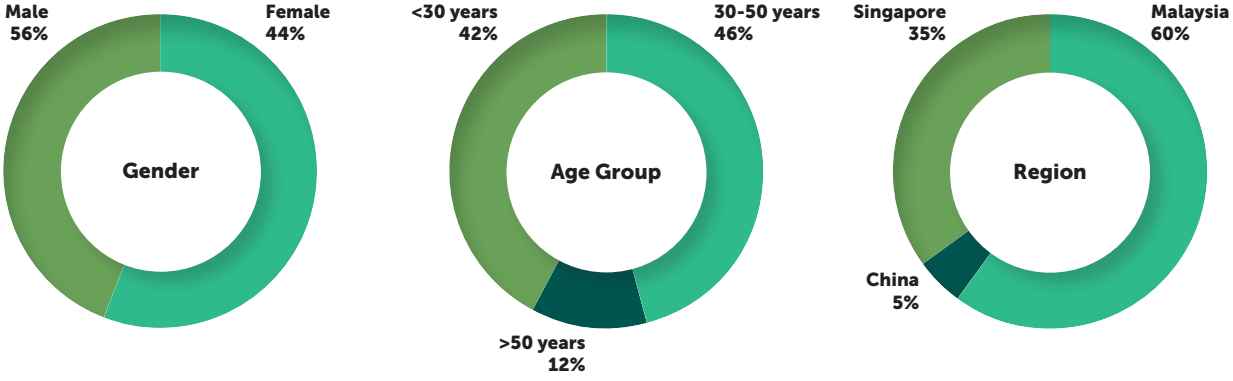
EMPOWERING OUR PEOPLE

Employees by Gender, Age Group and Region

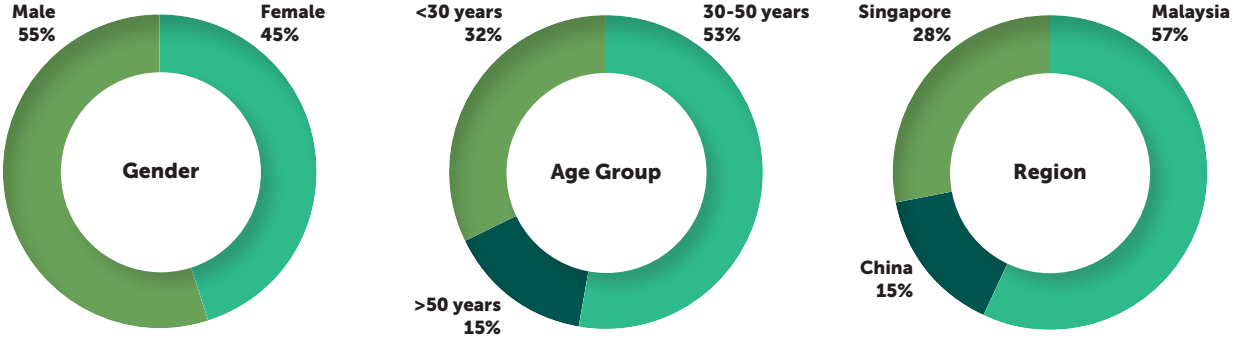


The Group's overall rate[23] of new hires was 30% in FY2026 as compared to 25% in FY2025. The overall employee turnover rate[24] was 37% in FY2026 as compared to 36% in FY2025[25].

New Employee Hires by Gender, Age Group and Region



Employee Turnover by Gender, Age Group and Region



23 Refers to the number of employees hired during FY2026 divided by the Group's number of employees at the end of FY2026.
24 Refers to the employee turnover during FY2026 divided by the Group's number of employees at the end of FY2026.
25 FY2025 employee turnover rate has been restated due to corrections for Sofitel Kuala Lumpur Damansara.

TALENT ATTRACTION AND RETENTION

Attracting and retaining top-tier talent is essential in driving GuocoLand's innovation, operational excellence and strategic growth. We operate in Singapore, China and Malaysia, where labour laws and regulations emphasise fair recruitment, equitable compensation and employee welfare. A highly skilled and motivated workforce is crucial for navigating real estate markets, maintaining our long-term competitive edge and upholding our brand value of delivering premium products.

Our approach to talent attraction and retention focuses on several key areas: talent management, employee wellbeing, employee engagement, training and development, and succession planning. We aim to create a supportive and enriching work environment that meets our employees' diverse needs, driving the long-term growth and sustainability of our business.

Our Initiatives

Talent Management

Effective talent management ensures GuocoLand has the right people in the right roles, which helps to build a culture of performance and innovation. We implement strategic hiring practices and career development programmes to equip our workforce to meet the evolving demands of the real estate industry.

Given external technological disruptions, innovation, demographic shifts and societal developments, attracting and retaining top talent is imperative. Business and innovation cycles are accelerating with the increasing adoption of AI and the skills required tomorrow will differ significantly from those used today. It is therefore essential that our employees continually undergo training and development to future-proof their competencies while strengthening the organisation. We invest in comprehensive training, as well as upskilling and reskilling programmes, to enhance capabilities, foster continuous improvement, and ensure that our employees possess the skills needed to excel and execute our business strategy.

GuocoLand strengthens our employer branding through an active LinkedIn presence, spotlighting the culture and values that we stand for. The regular sharing of updates, achievements and insights engages employees, connects with the business community, and reaches out to prospective job candidates.

The Group offers students practical industry exposure and on-the-job training through internship opportunities. GuocoLand Singapore onboarded interns from Singapore Polytechnic, Singapore Management University, National University of Singapore, Singapore University of Technology and Design, and Singapore Institute of Technology during FY2026. In Malaysia, GuocoLand Malaysia reaches out to universities to explore internship opportunities based on departmental needs, with durations aligned to university requirements and performance assessed jointly by each intern's supervisor and the university.

The Group's hotels offer structured management trainee programmes to prepare fresh graduates for careers in the hotel industry. Sofitel Singapore City Centre provides graduate trainees and apprentices with operational exposure and practical learning through rotations across various hotel departments, before transitioning them into full-time roles. Sofitel Kuala Lumpur Damansara provides internships of up to six months and is introducing a formal Management Trainee Programme which aims to develop high-potential graduates into future hospitality leaders through departmental rotations, coaching and career development.

Employee Wellbeing

Employee wellbeing is a priority at GuocoLand. We offer comprehensive benefits to full-time employees that promote health, personal development and work-life balance. These include insurance, medical and dental benefits, staff engagement activities, and employee discounts at our properties and hotels. In addition, eligible employees in Singapore, China and Malaysia offices are entitled to prolonged illness leave for extended health issues.

We provide pro-family benefits aligned with national regulations, including parental leave for both male and female employees, and childcare leave for eligible staff. Part-time employees with at least three months of continuous service receive pro-rated benefits similar to full-time employees, such as annual, medical, parental and childcare leave, ensuring holistic support for all employees.

GuocoLand's Singapore office provides employees with complimentary tickets to leisure attractions, including Rainforest Wild Asia and Universal Studios Singapore.

EMPOWERING OUR PEOPLE

Employee Engagement

GuocoLand believes that engaged employees are more productive and innovative, and will be more aligned with our corporate values and goals. When employees feel heard and valued, they develop a stronger sense of ownership and are more likely to contribute meaningfully to the Company's success.

To foster open dialogue and transparency, the Management team holds annual townhalls to share updates on the Company's progress and strategies and receive feedback and suggestions from employees. Half-yearly coffee chat sessions with the GCEO are held for new hires in Singapore, providing a welcoming and informal direct channel for dialogue with senior leadership. These sessions help integrate new employees into the GuocoLand culture from an early stage and offer leadership valuable frontline perspectives. Skip-level dialogue sessions are held in China, providing an informal channel for employees to communicate directly with senior management. The Group tracks employee retention rates as an indicator of employee engagement and workplace satisfaction. We conduct exit interviews to understand departing employees' interests and concerns, and use these insights to improve employee retention. Across our Singapore, China and Malaysia offices, 47% of employees have been with the Company for five years or more, reflecting the success of our employee engagement initiatives.

GuocoLand has implemented long-term incentive programmes for key management personnel, aimed at rewarding performance over extended periods. More information can be found in the Corporate Governance section of the Annual Report 2026.

Townhall at Guoco Midtown

Training and Development

At GuocoLand, we view human capital development as a key investment for organisational sustainability and resilience. Continuous learning and professional development are crucial for maintaining a skilled and competitive workforce. Training and development needs are identified through the Annual Performance Appraisal process, where employees and their managers assess current competencies, discuss career aspirations and pinpoint skill gaps to be addressed. Part of the process also includes a Mid-term conversation, which serves as an opportunity for employees and managers to catch up and check in on progress made. This structured approach ensures that learning initiatives are targeted, relevant and aligned with individual career goals and broader business objectives.

Beyond identifying development needs, the appraisal process also evaluates employees' achievements against a set of quantitative and qualitative targets to drive business results. By linking individual performance to clear and measurable outcomes, we cultivate a high-performance culture where accountability, excellence and continuous improvement are recognised and rewarded. Furthermore, the Human Resources ("HR") department conducts periodic reviews of the Group's employee performance appraisal system to enhance the performance management process.

The Group sponsors various training programmes and external courses relevant to each employee's scope of work, including those initiated by staff, and offers the necessary support to employees who attend these programmes. We believe that empowering employees to take ownership of their learning and development fosters a culture of initiative and continuous improvement. Eligible employees receive up to five days of paid examination leave per calendar year to support their professional development.

Training programmes and courses attended by the Group's employees are conducted in-house and by external trainers. They cover diverse areas such as anti-bribery and corruption, anti-money laundering, AI, collaborative contracting, cybersecurity, environmental control, fire safety management, public speaking, sales skills, workplace safety and health control measures, as well as zero waste management. Such training programmes enhance employees' skill sets and ensure that they stay current with industry developments.

Average Hours of Training by Gender and by Employee Category

Average Hours of Training	Singapore	China	Malaysia[26]
By Gender			
Male	20.4	7.7	19.2
Female	13.3	11.1	25.6
By Employee Category			
Managerial	14.7	13.9	19.1
Non-Managerial	17.3	6.6	23.6

Succession Planning

We proactively plan for succession to ensure leadership continuity. By identifying and developing future leaders, we strengthen GuocoLand's ability to respond to evolving market challenges and opportunities. This approach builds a pipeline of talent for senior positions, preserves institutional knowledge and gives employees clearer pathways for career advancement.

Our performance management framework supports employee development and strengthens succession planning for key roles. We regularly assess our talent pool based on performance, drive and critical thinking to identify employees with the potential and readiness to take on leadership positions.

Our Performance

At the end of FY2026, 100% of permanent employees (excluding employees on probation) in Singapore, China and Malaysia received annual performance and career development reviews.

In FY2026, 32 employees (13 male, 19 female) took parental leave and 28 employees (11 male, 17 female) returned to work after their parental leave ended as compared to 41 employees (16 male, 25 female) and 32 employees (15 male, 17 female) respectively in FY2025.

A total of 13,983 training hours were provided to the Group's employees, which amounted to an average of 17.4 training hours per employee[26, 27].

GuocoLand's progress towards our FY2026 targets is presented in the table below. We have also set our targets for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Talent Attraction and Retention	To continually develop key talents and high-potential employees via on-the-job training and collaboration with various departments in projects, in accordance with their training needs identified during the annual performance review.	Target met.	Develop key talents and high-potential employees continually via on-the-job training and collaborative projects, in accordance with their training needs identified during the annual performance review.
	Monitor Individual Development Plans of key talents in accordance with the changes in development needs identified during performance review and/or due to the change of role.	Target met.	Monitor Individual Development Plans of key talents in accordance with the changes in development needs identified during the annual performance review and/or due to the change of roles.
	To periodically review and update the new hire orientation programme to reflect business changes.	Target met.	Review and update the new hire orientation programme periodically to reflect business changes.

26 Average Hours of Training by Gender and by Employee Category for Malaysia excludes Sofitel Kuala Lumpur Damansara.
27 Average training hours are calculated using total number of training hours, divided by total number of employees as at 30 June 2026.

EMPOWERING OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY

At GuocoLand, we believe a diverse and inclusive workplace drives innovation, enhances problem-solving and improves decision-making.

GuocoLand complies with non-discriminatory and fair employment regulations in all regions where we operate. In Singapore, the Tripartite Guidelines on Fair Employment Practices ("TAFEP") mandate non-discriminatory hiring practices and equal opportunities for all employees, regardless of race, gender, age or nationality. The Workplace Fairness Act 2025, passed by the Singapore Parliament in January 2025, introduced enforcement measures to strengthen protections against discriminatory behaviour in the workplace and to establish fair employment practices. In China, the Labour Law and Employment Promotion Law prohibit discrimination based on ethnicity, gender and other characteristics, ensuring fair treatment in employment. In Malaysia, employment laws prohibit discrimination based on race, gender, age, disability and other protected attributes.

GuocoLand embraces an inclusive recruitment strategy to create a diverse workforce. We employ individuals from diverse backgrounds, ethnicities, origins, experiences, cultures and religions, fostering a working environment where diverse expertise drives our growth.

We have a zero-tolerance policy for bullying, harassment, inappropriate behaviour and abusive conduct by or towards our employees, customers and business partners, whether in person or online. The Group takes allegations of discrimination, harassment and intimidation very seriously. All employees are responsible for reporting any behaviour and conduct that is unlawful, abusive or in violation of the Company's Code of Conduct & Ethics. Annual reminders are sent to all employees regarding adherence to the Company's Code of Conduct & Ethics. Formal grievance handling procedures are in place to support employees in raising any such concerns.

Our Initiatives

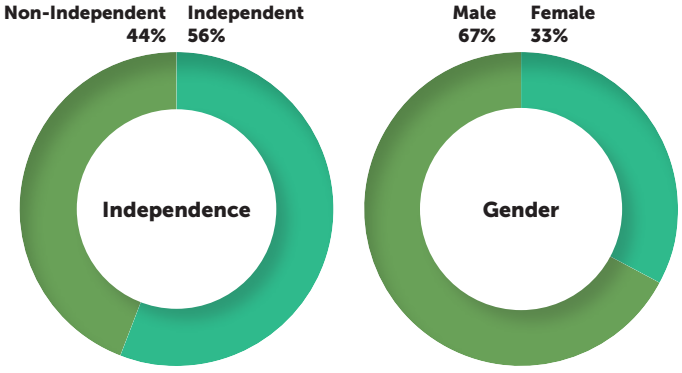
In accordance with Singapore's Retirement and Re-employment Act 1993, GuocoLand's re-employment policy extends opportunities to employees who have reached the prevailing statutory retirement age and meet the eligibility criteria for re-employment. In FY2026, three employees were successfully re-employed under this policy.

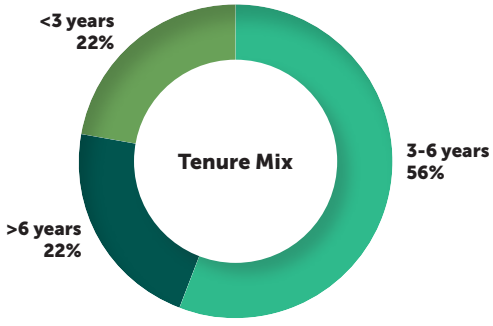
Our remuneration framework is designed to reward employees fairly for their contributions, with remuneration packages aligned with industry benchmarks. For selected key management personnel, the framework also includes long-term incentive schemes such as the executive share scheme. Further details are provided in the Corporate Governance section of the Annual Report 2026.

Board Diversity

Board diversity is a strategic leadership imperative that broadens the range of perspectives and insights available to the Board, strengthening its ability to understand and navigate complex business challenges. The Board has tasked the Nominating Committee ("NC") with reviewing the size and composition of the Board and Board Committees, taking into consideration the need for the Board to have an appropriate balance and mix of competencies, together with diversity in other aspects such as gender, core skills and age. GuocoLand's Board Diversity Policy provides the framework for promoting diversity on the Board, and the NC reviews and monitors its implementation. In selecting candidates, the Board considers a range of diversity criteria while maintaining a merit-based approach focused on the contributions each individual can bring to the Board and the organisation.

GuocoLand's Board composition in FY2026 is as follows:





Our Performance

In FY2026, female employees accounted for 49% of GuocoLand's total workforce across Singapore, China and Malaysia.

Diversity is also reflected at the Board level. The Board comprises directors across different age groups and includes three female directors, representing 33% of the Board.

In FY2026, there were zero cases of discriminatory behaviour reported.

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Diversity and Equal Opportunity	Aim to foster an inclusive workplace that promotes diversity and provides equal opportunities for all employees.	Target met.	Foster an inclusive workplace that promotes diversity and provides equal opportunities for all employees.

OCCUPATIONAL HEALTH AND SAFETY

Occupational health and safety ("OHS") is a crucial focus for GuocoLand. Ensuring the safety and wellbeing of employees and contractors is essential for maintaining operational efficiency and regulatory compliance. A safe working environment enhances employee morale, boosts productivity and fosters a culture of safety to grow our business in a responsible manner. We remain committed to providing a safe and healthy working environment for all employees, suppliers and contractors.

We strictly adhere to national OHS regulations across our Properties under Management and worksites. This prevents workplace accidents and injuries.

- In Singapore, the Workplace Safety and Health Act 2006 mandates stringent safety standards and practices across all industries, including real estate and construction.
- In China, the Work Safety Law requires companies to establish comprehensive safety management systems, conduct regular risk assessments and ensure proper safety training for all employees.
- In Malaysia, the Occupational Safety and Health Act 1994 provides the legal framework to ensure the safety, health and welfare of persons at work, and to protect others who may be affected by work activities.

In Singapore, we have established an internal Environmental, Health and Safety Management System ("EHSMS") with standard operating procedures that guide our employees' daily work and our project development teams from the conceptualisation to the completion of a development. We work closely with our partners during the design and construction phases to identify and mitigate risks, as well as to assess potential health and safety impacts. Our main contractors are required to have ISO 45001-certified occupational health and safety management systems or other relevant workplace safety and health ("WSH") management systems that align with national regulations.

For our Development Projects in Singapore, we evaluate the safety track record of main contractors as part of our prequalification criteria. We also mandate that main contractors are bizSAFE-certified and have their WSH management systems audited by independent external consultants. Our project development teams conduct regular checks to assess compliance with WSH measures, ensure there are no safety breaches, and address any non-compliance with appropriate corrective actions. Weekly safety audits are carried out to ensure safety compliance while weekly progress meetings with main contractors also include a review of safety issues. In addition, unannounced quarterly site safety audits are conducted by independent consultants to verify that onsite safety measures and safety systems are properly maintained. For our Properties under Management in Singapore, contractors are required to submit their risk assessments, bizSAFE certifications and Work-at-Height certificates, along with a permit-to-work before commencing work on a building.

In China, we require our main contractors to comply with local regulations and legislative requirements governing the accommodation, benefits and welfare of construction workers. In Malaysia, we have established Environmental, Safety and Health policies and procedures that are published on the Company's Intranet.

We are committed to complying with all applicable environmental, health and safety laws, directives, regulations and other requirements relevant to our operations.

Our Initiatives

Strong OHS performance supports business continuity by reducing absenteeism and turnover, improving employee morale and productivity, and lowering operational costs and exposure to penalties and other liabilities. It also helps protect corporate reputation. To safeguard workers' wellbeing and maintain a safe working environment, GuocoLand proactively implements measures to manage health and safety effectively across our operations.

Management of Health Risks and Issues

GuocoLand's EHSMS, established in FY2025, integrates Environmental, Health and Safety ("EHS") considerations holistically into our Singapore operations and strengthens awareness and accountability among employees. The EHSMS supports the identification and management of EHS risks, with the following priorities:

- Monitoring and improving EHS provisions and practices in the workplace.
- Ensuring compliance with current EHS laws, regulations and codes of practice in Singapore.
- Preventing incidents, accidents, injuries, ill health, occupational diseases and environmental pollution.
- Providing resources, facilities, equipment and systems of work to mitigate EHS risks.
- Providing EHS training, information and instructions to our employees and relevant stakeholders.
- Collaborating with contractors and business partners to reduce EHS hazards and risks associated with working for, with or on behalf of GuocoLand.

A cross-functional EHS committee, comprising representatives from HR, FM, Legal, Project Management, Property Services and other teams, is responsible for implementing the EHSMS. The FM team conducts inspections in Singapore to assess the condition of building systems and identify potential risk areas.

We ensure that bidding documents and contracts for outsourced services clearly specify the relevant occupational safety requirements. Safety performance requirements are specified in tender documents for contractors and vendors for Development Projects. We also communicate EHS issues to relevant stakeholders through various channels. For employees, EHS issues are communicated via emails and the Company's Intranet.

Hazard Identification, Risk Assessment and Incident Investigation Processes

GuocoLand employs a comprehensive approach to identify work-related hazards and assess risks on both routine and non-routine bases. This involves the application of a hierarchy of controls to eliminate hazards and minimise risks, which includes assessing and documenting risks, following procedures for reporting incidents, and conducting review processes. We conduct regular reviews of risk documents and processes and organise mandatory training for leaders to ensure the quality of these processes.

At our hospitality assets, workers are encouraged to report work-related hazards and hazardous situations via various communication platforms, including directly to supervisors or Heads of Departments.

Health and Safety Training

At GuocoLand, we prioritise health and safety training to ensure that our employees are well-equipped to manage risks and maintain a safe working environment.

At our development sites in Singapore, main contractors conduct training on various aspects of occupational safety, including fire safety, first aid and working at heights. The main contractors also conduct crime prevention talks, daily toolbox meetings, health talks and sessions on lessons learned from past accidents to reinforce safety awareness among workers.

We maintain a high level of fire safety preparedness and strengthen employees' emergency response capabilities through annual fire drills, as well as specialised fire safety courses for employees in relevant departments. These programmes equip staff with the necessary skills to manage fire emergencies and apply best practices for a safer workplace.

Across our China operations, we organise regular safety emergency drills, including EHS training, elevator trapping drills, fire evacuation drills, flood control drills and riot control drills for the engineering team. Regular safety meetings with all contractors, safety training sessions and regular inspections are held to maintain site safety. Training sessions on safety management standards for high-altitude work are organised for employees holding high-altitude cleaning certificates, and operation-specific training is conducted before each task to prevent accidents.

In Malaysia, we conduct various safety training sessions throughout the year, including emergency evacuation training, safety and security training, and basic occupational first aid. Additionally, Sofitel Kuala Lumpur Damansara provides staff with specialised training in chemical handling and elevator entrapment management to reduce injury-related incidents.

Guoco Changfeng City

EMPOWERING OUR PEOPLE

Our Performance

In FY2026, the Group maintained zero work-related fatalities and zero work-related ill health cases across Singapore, China and Malaysia. The Group's employees collectively worked 2.03 million hours, while non-employee workers, whose work and/or workplace is controlled by the Group, logged around 1.05 million hours.

Despite our efforts to prevent work-related injuries, four incidents were recorded during the year. All were classified as recordable workplace injuries[28] and resulted in 79 lost days. Investigations were conducted to identify hazards, and corrective actions were promptly implemented to strengthen OHS practices. We remain committed to safeguarding the wellbeing of all workers at our workplaces.

Work-related Injuries[28, 29] (For Employees)	No. of Incidents	Rate
Fatalities	0	0
High-consequence Injuries	0	0
Recordable Workplace Injuries	4	1.97

Work-related Injuries[28, 29] (For Contractors)	No. of Incidents	Rate
Fatalities	0	N.A.
High-consequence Injuries	0	N.A.
Recordable Workplace Injuries	0	N.A.

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Occupational Health and Safety	Maintain a workplace culture that prioritises the health and safety of every GuocoLand employee.	Target met.	Foster a workplace culture that prioritises the health and safety of every GuocoLand employee.

28 Recordable Workplace Injuries include workplace injuries and illnesses.
29 Rates are calculated based on 1,000,000 hours worked.

HUMAN RIGHTS AND LABOUR CONDITIONS

Human Rights and Labour Conditions is an important material topic for GuocoLand given the labour-intensive nature of the real estate industry, complex supply chains and evolving labour laws across our operating regions. GuocoLand is committed to ensuring that all employees and contractors are treated with dignity and respect and that their labour rights are upheld.

We strictly adhere to local labour laws and regulations:

- In Singapore, the Employment Act 1968 ensures fair treatment and safeguards workers' rights through comprehensive provisions covering working hours, wages, annual and sick leave, and conditions of contracts of service.
- In China, the Labour Contract Law and the Employment Promotion Law mandate clear labour contracts, fair wages and safe working conditions, while prohibiting forced labour and discrimination.
- In Malaysia, the Employment Act (Amendment) 2022 sets out the minimum terms and conditions of employment for all employees engaged under a contract of service.

By prioritising human rights and labour conditions, GuocoLand mitigates risks associated with labour disputes and reputational damage while promoting a culture of ethical business practices. This approach attracts and retains a committed workforce, enhances stakeholder trust, aligns with global sustainability standards and ultimately contributes to our long-term success and reputation as an employer of choice.

GuocoLand has been accredited with the Progressive Wage ("PW") Mark by the Singapore Business Federation, on behalf of the Tripartite Partners, which includes the Ministry of Manpower, the National Trades Union Congress, and the Singapore National Employers Federation. The PW Mark acknowledges firms that provide progressive wages to lower-wage workers. Sofitel Singapore City Centre is also a signatory of the TAFEP, which promotes the adoption of fair, responsible and progressive employment practices.

Our Initiatives

GuocoLand strictly prohibits the use of child and forced labour across our operations and takes stringent measures to ensure compliance with the relevant laws and regulations of each market. Main contractors are not permitted to engage illegal workers on our development sites. Should any prohibited practices be identified or brought to our attention, GuocoLand has established procedures for immediate investigation, corrective action and compliance escalation.

Our Performance

In FY2026, we had zero cases of incidents relating to infringements to human rights or labour conditions.

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Human Rights and Labour Conditions	Zero-tolerance stance towards child and forced labour in GuocoLand.	Target met.	Zero-tolerance stance towards child and forced labour in GuocoLand.

CONDUCTING BUSINESS WITH HONOUR

Guoco Tower

Our approach is supported by robust risk management, internal controls and secure Information Technology ("IT") systems, together with policies and processes that promote ethical conduct, regulatory compliance and responsible business practices. We seek to identify and manage risks proactively, safeguard stakeholder information and uphold high standards of integrity across our operations and business relationships. Innovation complements these foundations by enabling us to improve the quality, sustainability and efficiency of our developments and operations. Through strong governance, responsible innovation and continuous improvement, we reinforce our position as a trusted and responsible industry leader and business partner.

GuocoLand aims to uphold high standards of business ethics and integrity, and to build long-term relationships with our business partners based on fairness, mutual trust and shared benefit. This pillar encompasses the following material ESG factors:

- Risk Management and Compliance
- Anti-Corruption and Anti-Bribery
- Data Protection and Privacy
- Innovation

RISK MANAGEMENT AND COMPLIANCE

Risk management and compliance are vital for GuocoLand. Effective risk management enables us to identify, assess and mitigate potential risks – including market volatility, regulatory changes and operational disruptions – that could impact business performance. Compliance with applicable laws, regulations and relevant industry standards builds trust with customers, investors and other stakeholders, while protecting the Company from legal penalties and reputational damage. In an industry characterised by large financial investments and long-term projects, sound risk management and compliance practices are essential for sustaining growth and value creation, ensuring operational resilience, and maintaining a competitive edge.

The Board recognises the importance of risk management and the necessity of establishing a system of internal controls to protect shareholders' interests and the Group's assets. The ARC assists the Board in overseeing risk governance and monitoring the Group's risks through an integrated approach that encompasses the Enterprise Risk Management ("ERM") framework, internal controls and assurance systems. As part of the Group's ERM framework, key risks at the Group level and within each key strategic business unit are identified and monitored on an ongoing basis.

We have established a process where each business unit provides a financial status declaration to the GCEO and the Group Chief Financial Officer ("GCFO"), confirming the accuracy and compliance of its consolidated accounts with the Group's accounting policies. This process, coupled with findings and assurances from the IA team on the adequacy and effectiveness of the Group's internal controls to address financial, operational, compliance and IT controls and risk management systems, enables the GCEO and GCFO to provide assurance to the Board. Accordingly, the Board receives assurance from the GCEO and GCFO that the Group's financial records have been properly maintained, and the financial statements give a true and fair view of the Group's operations and finances. Furthermore, the Board receives assurance from the GCEO and key management personnel on the adequacy and effectiveness of the Group's risk management and internal control systems.

As mentioned in the Sustainability at GuocoLand section of this report, GuocoLand has also established a Sustainability Management Committee to oversee risks related to sustainability and climate change.

CONDUCTING BUSINESS WITH HONOUR

Our Initiatives

The Group is committed to maintaining high standards of corporate governance and a strong corporate culture to ensure GuocoLand's long-term success and enhance shareholder value.

During FY2026, GuocoLand continued to be listed on the SGX Fast Track programme, which was launched by the Singapore Exchange Regulation ("SGX RegCo") to recognise listed issuers that have upheld high corporate governance standards and maintained a good compliance track record.

Key risks identified as relevant to the Group include revenue risk, project implementation risk, interest rate risk, and investment and divestment risk. A system for rating such potential risks has been established to set the tolerance level for the various classes of risks and determine the likelihood of the occurrences of such risks.

The requisite internal controls and strategy to mitigate potential risks – including those relating to IT, disruption and cybersecurity risks – are recorded and tracked in the Group Risk Register. As part of the Group's ERM framework, a business continuity management plan has been prepared outlining the potential disaster scenarios that may have material adverse impacts on business operations, along with the mitigating recovery processes supported by an IT disaster recovery plan.

The Group ensures the adequacy and effectiveness of its internal controls (including financial, operational, compliance and IT controls) and risk management systems through regular reviews and updates to the Group Risk Register, timely implementation of mitigation measures, and half-yearly reviews by risk owners to update mitigation measures and assess related challenges. These efforts are consolidated into a quarterly risk report, which is tabled for discussion at the ARC meetings to support ongoing risk oversight and governance. The IA team and the risk manager validate the internal controls and mitigation measures for each of the key risks, while external auditors highlight any material internal control weaknesses that have come to their attention during their audit. The findings of the IA team, external auditors and the risk manager are reviewed by the ARC, which in turn reports to the Board on any issues or matters relating to the Group Risk Register. The ARC also highlights to the Board any updates to the key risks report.

Internal Audit Processes

The Company has our own qualified and experienced in-house IA team comprising the Group Head of IA and his team members. The Group Head of IA reports primarily to the ARC, with administrative reporting to the GCEO. The IA team assists the ARC to review and assess the adequacy and effectiveness of the Group's internal controls based on the Committee of Sponsoring Organizations Internal Control-Integrated Framework to ensure that there are no material weaknesses in the internal controls in respect of financial, operational, compliance and IT. The IA team also audits the Group's operations to ensure regulatory compliance and adherence to Group policies and procedures.

The scope of the IA team's review is set out in the IA annual work plan approved by the ARC. Additionally, the IA team undertakes an internal review on the sustainability reporting processes as required by the Listing Manual of the SGX-ST.

The ARC reviews the adequacy, effectiveness and independence of the IA function to ensure that the internal audits are conducted effectively and the Management team provides the necessary cooperation to enable the IA team to perform its function. The ARC also reviews internal audit reports and remedial actions taken by the Management team to address any identified internal control weaknesses.

Whistle-Blowing Policy

GuocoLand is committed to conducting business with integrity, high standards of corporate governance and conduct, and legal and regulatory compliance.

We have adopted a Whistle-Blowing Policy to provide proper avenues or channels for employees and any other persons to raise or report any concerns or issues about serious wrongdoings, misconduct, malpractices or improprieties in matters relating to the Group. It outlines a clear procedure for employees and external parties to responsibly raise, in confidence, concerns about possible improprieties in the Group, without fear of undue reprisal. The ARC oversees the policy to ensure that arrangements are in place for independent investigations by the Company's whistle-blowing function into matters raised, and for appropriate follow-up action to be taken. The identity of the whistle-blower and person(s) being reported on are kept confidential. The Whistle-Blowing Policy also allows for concerns or irregularities expressed anonymously to be considered, taking into account the seriousness and credibility of the issues raised.

Concerns can be raised via a dedicated secured email channel at whistle-blowing@guocoland.com, or by contacting the Chairman of the ARC directly at arc@guocoland.com. The Whistle-Blowing Policy is accessible at https://www.guocoland.com.sg/corp_wblow.shtml.

Prevention of Money Laundering, Proliferation Financing and Terrorism Financing

GuocoLand adopts a zero-tolerance stance towards money laundering, proliferation financing and terrorism financing. We are committed to implementing and enforcing internal controls to combat such activities. To reinforce this commitment, we provide awareness and training programmes on relevant laws, regulations and guidelines for relevant employees.

We have also established a comprehensive Anti-Money Laundering, Counter Proliferation Financing and Counter Terrorism Financing Policy, Procedures and Controls, in response to Singapore's Guidelines for Developers on Prevention of Money Laundering, Proliferation Financing and Terrorism Financing and the Housing Developers (Prevention of Money Laundering, Proliferation Financing and Terrorism Financing) Rules 2023.

Supply Chain Risks

GuocoLand aims to minimise adverse ESG impacts in our procurement and sourcing practices as we work with a wide range of consultants, contractors, brokers, agents and vendors throughout all phases of property development. The specific suppliers involved in each phase vary depending on project-specific factors, such as the type of development and its location.

Our suppliers span Singapore and neighbouring countries, including Malaysia, Indonesia and China. Our contractors are required to adhere to terms and conditions that cover ESG standards. ISO 14001 and Occupational Health and Safety certifications, including ISO 45001, are standard pre-qualification requirements for contractors.

In Singapore, main contractors are required to hold an A1 rating from BCA. During pre-qualification, contractors must hold bizSAFE certification, a Working at Height certification and a valid builder's licence. We also require main contractors to have a strong safety record and experience with Building Information Modelling, LEED and green construction projects.

At Sofitel Singapore City Centre, suppliers are required to sign and commit to a Procurement Charter, ensuring that their own suppliers and subcontractors meet the same criteria. Suppliers must agree to implement an environmental policy to achieve best practices and comply with all relevant environmental regulations. Additionally, all suppliers must adhere to the United Nations Universal Declaration of Human Rights, the Core Conventions of the International Labour Organization and the United Nations Global Compact's sustainability principles.

In China, GuocoLand proactively manages environmental and social risks within its supply chain. We use contractual obligations to ensure suppliers meet our environmental and social performance standards. New suppliers undergo a screening process, which may include evaluation based on ISO 45001 and ISO 14001 certifications, to ensure they align with our environmental and social benchmarks. GuocoLand's China Office has also set up a dedicated Quality Assurance & Quality Control functional role to manage supply chain sustainability, oversee compliance, implement sustainability initiatives and continuously improve building practices.

In Malaysia, GuocoLand applies a standard set of contractor-consultant pre-qualification criteria and screens vendors before admission to the Approved Vendor List. Sofitel Kuala Lumpur Damansara is committed to responsible procurement and holds suppliers accountable to environmental, social, health and safety, and ethical business standards. Suppliers are required to complete a self-assessment questionnaire during onboarding and periodic reviews to demonstrate ongoing compliance with the hotel's requirements. By partnering with Sofitel Kuala Lumpur Damansara, suppliers acknowledge and agree to comply with these environmental and social responsibility principles.

Our Performance

In FY2026, we had zero cases of non-compliance with all applicable ESG-related requirements.

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Risk Management and Compliance	All main contractors for new development projects in Singapore are to be ISO 14001 and ISO 45001-certified.	Target met.	Ensure all main contractors for new development projects in Singapore are ISO 14001 and ISO 45001-certified.

CONDUCTING BUSINESS WITH HONOUR

ANTI-CORRUPTION AND ANTI-BRIBERY

Robust anti-corruption and anti-bribery measures are crucial to protect GuocoLand from legal issues, financial losses and reputational damage. GuocoLand systematically assesses corruption-related risks across its operations. These measures also foster a culture of integrity and transparency, building trust with investors, clients and regulators. By prioritising these practices, GuocoLand complies with legal requirements and demonstrates its commitment to ethical business, enhancing long-term sustainability and competitive standing.

Our Initiatives

The Board places strong emphasis on professionalism and integrity in business operations, expecting all employees to uphold these principles and act in the best interests of the Group.

GuocoLand has established a Code of Conduct & Ethics, as well as Anti-Bribery and Corruption policies, that are accessible to employees on the Company's Intranet. These guide employee behaviour on maintaining integrity in business dealings, safeguarding confidential information, avoiding conflicts of interest and prohibiting the acceptance of any gratification from business associates. New employees are introduced to these policies as part of their orientation programme, while existing staff are updated on the changes when there are any. All employees are required to adhere to the high standards of professional values and integrity outlined in our HR Policies and Manuals. Each year, employees must declare that they have read, understood and are complying with our Code of Conduct & Ethics, Anti-Bribery and Corruption Policy and Whistle-Blowing Policy. Additionally, employees are required to sign a Declaration of Interests form annually.

In FY2026, 79% of the Group's employees received Anti-Bribery and Corruption training. We have maintained zero incidences of corruption and bribery during the reporting period.

Region	Employee Category	Total Employees	No. of Employees that Received Training	% of Employees that Received Training
Singapore	Managerial	112	100	89%
	Non-Managerial	209	192	92%
China	Managerial	63	63	100%
	Non-Managerial	96	94	98%
Malaysia	Managerial	134	101	75%
	Non-Managerial	371	224	60%

Our Performance

GuocoLand's progress towards our FY2026 targets is presented in the table below. We have also set out targets for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Anti-Corruption and Anti-Bribery	Provide updates, and where applicable, provide training to all our employees and new hires on our policies and practices relating to business ethics and anti-corruption practices.	Target met.	Provide updates, and where applicable, provide training to all our employees and new hires on our policies and practices relating to business ethics and anti-corruption practices.
	Cultivate a culture of integrity and ethical conduct.	Target met.	Cultivate a culture of integrity and ethical conduct.

DATA PROTECTION AND PRIVACY

Data protection and privacy are critical for GuocoLand because we handle sensitive personal, proprietary and financial information from tenants, buyers and business partners. Strong data protection measures are essential to preventing data breaches and cyber threats, which build trust and credibility with stakeholders. Compliance with stringent regulations such as Singapore's Personal Data Protection Act 2012, China's Cybersecurity Law and Malaysia's Personal Data Protection Act 2010 is mandatory to avoid legal consequences and financial penalties. By prioritising data protection, GuocoLand demonstrates our commitment to ethical business practices and responsible information management, fostering a secure environment for operations and enhancing our reputation in the real estate market.

GuocoLand has implemented strict consumer data protection and privacy policies to safeguard personal information.

We also place strong emphasis on our preparedness to navigate cybersecurity challenges and maintain business continuity effectively, including but not limited to maintaining robust IT infrastructure and information security management systems. This includes business continuity and contingency plans, along with incident response procedures to prevent IT system interruptions and cyberattacks. Disaster recovery exercises for business-critical systems are conducted annually to validate the effectiveness of the response measures, while data is backed up offsite regularly to ensure recoverability. Our incident response framework allows us to take swift action during emergencies or security breaches, ensuring uninterrupted operations. Since 2025, the Group has engaged a leading specialist cybersecurity firm as a dedicated partner for incident response management. We also ensure that employees are fully aware of the importance of cybersecurity and information security, as well as potential threat issues. During FY2026, the Group reviewed and updated its cybersecurity policies to reflect the evolving threat landscape.

Our Initiatives

Recognising the critical need to prevent data breaches and protect our reputation in the current era of heightened privacy risks, we have implemented multilayered measures to safeguard consumer data. Our policies educate employees on potential threats and the importance of information security. All new hires complete mandatory online training covering IT policies and phishing awareness, enabling them to understand and follow guidelines for keeping sensitive information confidential and secure.

We prioritise customer privacy, information security and cybersecurity by providing annual training to relevant employees through the KnowBe4 System. This security awareness training and simulated phishing platform is designed to build a strong security culture and empower employees to make smarter security decisions. Additionally, employees in our Singapore, China and Malaysia offices complete IT training that covers data confidentiality, email use policy and internet use policy annually. We run phishing awareness campaigns via email to educate employees on spotting phishing threats and responding effectively to such threats.

At the start of 2026, GuocoLand strengthened its AI policies to keep pace with evolving AI developments and to ensure that appropriate governance, safeguards and usage guidelines are in place. As the Group continues to adopt AI across its business, these measures help to protect sensitive information, promote responsible use, and reinforce our commitment to maintaining trust with customers, employees and business partners.

Relevant employees at Sofitel Singapore City Centre have to complete a Payment Card Industry Data Security Standard training to ensure the secure handling of guest payment data. Meanwhile, employees at Sofitel Kuala Lumpur Damansara attended Personal Data Protection Act awareness training sessions in FY2026 to reinforce compliance with Malaysia's data protection requirements.

Our Performance

We maintained zero breaches of customer privacy in FY2026. GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Data Protection and Privacy	Commit to protect customer privacy.	Target met.	Commit to protect customer privacy.

CONDUCTING BUSINESS WITH HONOUR

INNOVATION

Innovation is crucial for GuocoLand to stay competitive and adaptable. We strive to deliver innovative solutions that improve the quality, sustainability and efficiency of our developments. Integrating advanced technologies and sustainable practices enables us to meet evolving market demands, regulatory requirements and environmental challenges. Innovation also enhances customer satisfaction and operational efficiency, positioning GuocoLand as a forward-thinking real estate leader that creates stakeholder value and contributes to sustainable urban development.

We demonstrate this commitment by implementing innovative construction practices, thoughtful design and a focus on environmental stewardship, as evident in our residential and integrated mixed developments' energy-efficient and biophilic designs. The Group utilises sustainable materials and methods, such as precast design as an alternative to traditional cast-in-situ construction. All our buildings are designed to reduce overall energy and water consumption by optimising building orientation, using climate-appropriate materials and incorporating conservation-centric design elements.

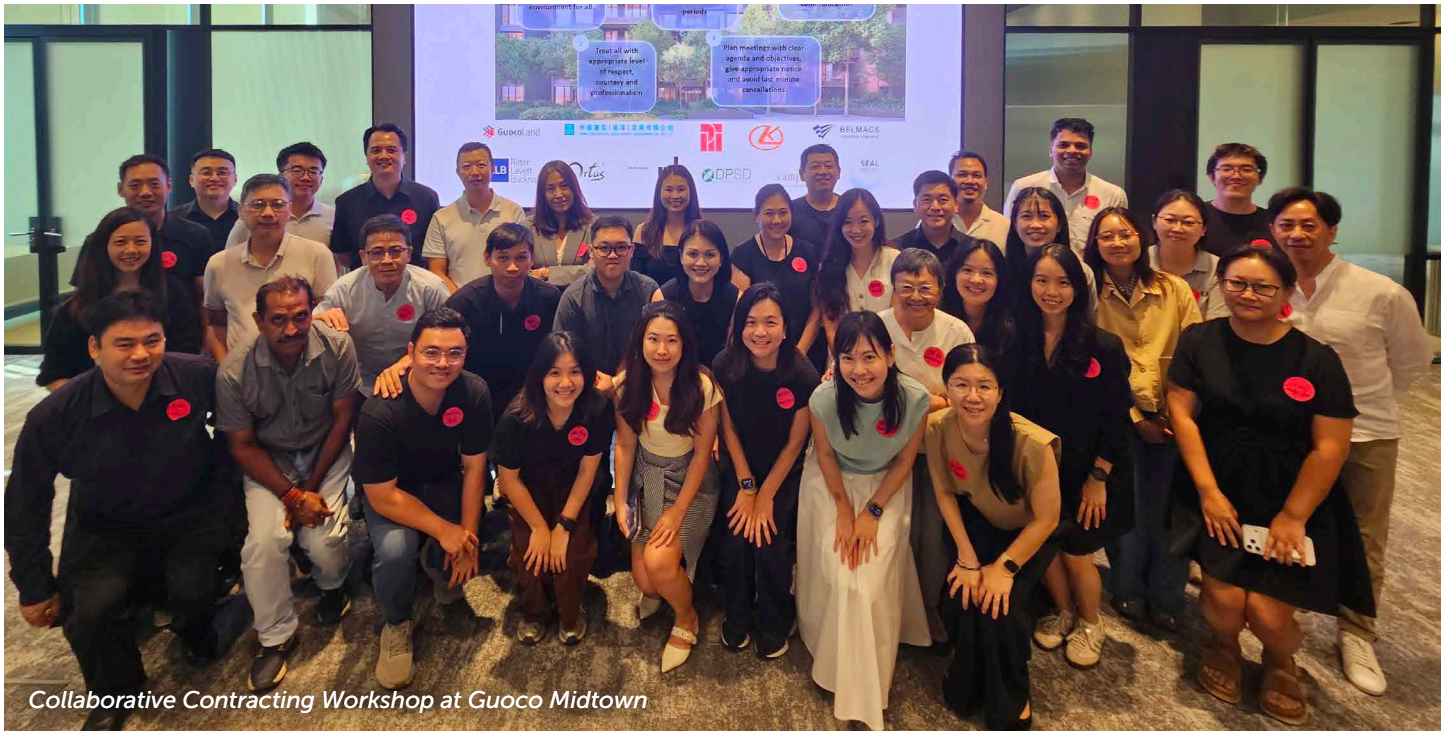
Our Initiatives

Adoption of CORENET X

GuocoLand adopted CORENET X for the development of Springleaf Residence, its first project on the platform. Introduced in 2018, CORENET X is a multi-agency initiative co-led by the BCA and the Urban Redevelopment Authority ("URA") to streamline the regulatory submission and approval process for built environment firms in Singapore. By consolidating more than 20 regulatory approval touchpoints across multiple government agencies into three submission stages, the platform brings regulatory submissions and agency responses into a single digital workflow, reducing overall approval time by up to 20% and eliminating friction from shifting requirements and late-stage rework.

In line with the workflow, we utilised a shared Building Information Model to connect value chain partners — including architects, main contractors and subcontractors — enabling all parties to work from a single set of coordinated plans from the outset.

GuocoLand has since applied these digital standards and coordination practices more broadly across its Development Projects, surfacing design-related issues before construction and establishing scalable playbooks that can be used for future projects.



Collaborative Contracting Workshop at Guoco Midtown

Fostering Industry Collaboration and Recognition

GuocoLand is part of the BCA's Taskforce for Architectural and Engineering Consultants – the only private developer on the Taskforce. It was established in 2024 by the BCA to develop a robust pipeline of skilled professionals and firms to support Singapore's Built Environment sector. One of the Taskforce's key recommendations is the Built Environment Culture of Appreciation, Respect and Empathy ("BE CARE") Charter, which sets out best practices for collaborative project relationships, workplace wellbeing and recognition of consultants.

Since then, GuocoLand has launched the BE CARE Charter at our Collaborative Contracting Workshop for Springleaf Residence in March 2026, embedding principles such as structured meeting agendas and mutual respect for colleagues' time into project team practices. A second workshop was held in June 2026, bringing together key consultants and contractors from the Faber Residence and River Modern projects to establish a collective framework for safety, quality, and mutual accountability.

As part of GuocoLand's BE CARE initiatives, we also launched and presented the GuocoLand Exemplary Performance Award, which acknowledges project consultants who demonstrate technical excellence and deliver quality projects collaboratively.

Digital Tenant Portal

GuocoLand has implemented a Tenant Portal in Singapore to provide tenants with a dedicated digital channel for submitting feedback and service requests directly to the FM team. Tenants can raise tickets on matters such as air-conditioning temperature and facility upkeep through the portal, and these are automatically directed to the relevant teams, including technical, housekeeping and security personnel. The FM team can monitor submissions and track resolution progress through the same platform. By automating the issuance of work orders to the relevant staff, the portal has increased operational efficiency and enabled a more responsive service environment for the Group's tenants.

In Malaysia, Tower REIT has deployed TAPP, a digital central hub application, that facilitates communications between the head office, onsite Building Managers and business partners at Menara Guoco, Plaza Zurich and Menara HLX.

Our Performance

GuocoLand's progress towards our FY2026 target is presented in the table below. We have also set our target for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Innovation	Continue to adopt new processes and technologies to remain competitive and adaptable.	Target met.	Adopt new processes and technologies to remain competitive and adaptable.

CARING FOR OUR COMMUNITY

Guoco Midtown Public Art Wall

We seek to create spaces that meet the needs of the people and communities who use them. We are committed to developing high-quality properties that are designed with evolving needs and expectations in mind, and to manage them in ways that enhance the user experience. Through regular engagement, placemaking initiatives, and support for programmes that create positive social impact, we build strong relationships with our customers, partners and local communities to foster a sense of connection and belonging.

GuocoLand aims to contribute to the betterment of society by creating shared value, supporting collective advancement and fostering harmonious relationships with the communities in which we operate. This pillar encompasses the following material ESG factors:

- Customer and Quality
- Local Communities

CUSTOMER AND QUALITY

Maintaining high-quality standards and ensuring customer satisfaction are essential for differentiating GuocoLand as a choice developer, reducing risks associated with defects and disputes, and strengthening our brand equity across markets.

In Singapore, the BCA guidelines and the Consumer Protection (Fair Trading) Act 2003 ensure high quality standards and fair-trading practices for customer protection. In China, the Construction Law and the Real Estate Management Law require rigorous adherence to building quality and safety standards, ensuring that properties are safe for occupancy and meet necessary specifications. In Malaysia, the Housing Development (Control and Licensing) Act 1966 regulates residential housing developers and protects homebuyers. The Uniform Building By-Laws under the Street, Drainage and Building Act 1974 (Act 133) provide standardised regulations for the construction and design of buildings in Malaysia aimed at ensuring building safety. Complying with these regulations builds customer confidence and fosters long-term loyalty and trust.

Building strong customer relationships is key to sustained business success. GuocoLand uses customer relationship management tools to collect valuable data that helps us better understand our customers. This information enables us to target specific customer groups, enhance customer interactions across multiple touchpoints and develop tailored products, thus improving customer satisfaction and retention.

Guoco Midtown Public Art Wall

CARING FOR OUR COMMUNITY

Our Initiatives

Customer Satisfaction and Tenant Engagement

Measuring customer satisfaction is important to us, as it allows us to continuously improve our products and services. We regularly engage our tenants and hotel guests to gather feedback and understand their needs. Guoco Tower and Guoco Midtown conduct tenant satisfaction surveys to assess our performance and identify potential areas for improvement. Sofitel Singapore City Centre sets an annual guest satisfaction target, which is embedded in the key performance indicators of all hotel staff to drive a consistent focus on service quality. Sofitel Kuala Lumpur Damansara tracks guest satisfaction through its Reputation Performance Score ("RPS") based on reviews from different platforms. In addition, Guoco Changfeng City office tenants reported very high overall satisfaction in 2026.

In Singapore, GuocoLand aims to create a congenial workplace experience for the office tenants through our regular "Sweet Treats" programme. This initiative offers complimentary items purchased from our retail tenants to office workers based at Guoco Tower and Guoco Midtown. Not only does this programme improve tenant satisfaction, but it also supports our retail partners by driving engagement and visibility. We also organised complimentary tenant engagement workshops at Guoco Midtown in FY2026, which included a financial planning workshop, a Chinese New Year Feng Shui talk and a wine appreciation workshop in partnership with Treasury Wine Estates.

In China, GuocoLand organises a range of activities throughout the year, such as lion dance performances, an Earth Hour event, and a 21-storey stair-climbing relay race. These programmes foster a more inclusive office environment and strengthen the sense of community among tenants.

Ethical Product Marketing and Product Quality

GuocoLand is dedicated to providing prospective homebuyers with clear, fair and accurate information. We ensure that our product displays, provision of information, labelling for our products and services, as well as our marketing advertisements, are clear, fair and accurate.

In Singapore, our show-units adhere to the Housing Developers (Show Unit) Rules 2015. These rules mandate that show-units be accurately depicted, featuring drawn-to-scale floor plans that are clearly labelled and written notices stating materials and finishes.

GuocoLand's commitment to quality, innovation and sustainable development has been widely recognised through a range of industry awards and accolades. Our achievements in FY2026 are listed below.

Singapore	China
GuocoLand The Edge Singapore Billion Dollar Club 2025 • Highest Returns to Shareholders Over Three Years - Real Estate Companies Sector **Guoco Midtown** Australian Institute of Architects 2026 International Chapter Architecture Awards - International Chapter Named Award for Urban Design	**GuocoLand** 2025 Advanced Member Unit of Shanghai Fire Protection Association (上海市消防协会2025年度先进会员单位) **Guoco Changfeng City** 2025 Advanced Unit for Public Security and Defense Work of Putuo District (2025年度普陀区治安保卫先进单位) **Guoco 18T (Retail)** MIPIM Asia Awards 2025 - Best Urban Regeneration Project (Silver) 11th CREDAWARD - Comprehensive Commercial Project - Business Block (Silver) **Guoco 18T (Residential)** Mingteng Institution - 2025 Top 3 Premium Commercial Residential Property Sales in Central Urban Area of Chongqing (2025重庆市中心城区高端商品住宅销售TOP3) **Guoco Central Park** Mingteng Institution - 2025 Top 1 Mid-Rise Residential Property Sales in Central Park Area, Central Urban Area of Chongqing (2025年重庆市中心城区中央公园 小高层销售TOP1)

Our Performance

GuocoLand's progress towards our FY2026 targets is presented in the table below. We have also set our targets for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Customer and Quality	Uphold industry standards for building safety regulations for all construction projects.	Target met.	Uphold industry standards and comply with building safety regulations for all construction projects.
	Uphold industry standards for building safety regulations for all our managed properties.	Target met.	Uphold industry standards and comply with building safety regulations for all managed properties.

LOCAL COMMUNITIES

GuocoLand aims to uplift the local communities where we operate, in line with our core value of social responsibility. By actively engaging different groups within the community, we can build trust, foster goodwill and create shared value, which reinforces GuocoLand's reputation as a responsible and community-oriented developer. This is essential for our long-term success and sustainability in our key markets.

In FY2026, as part of our ongoing efforts to give back to local communities and help the disadvantaged, GuocoLand organised and participated in a wide range of community programmes. In addition, the Group collaborated with various agencies and charitable organisations, supporting them in their missions to benefit the community.

Our Initiatives

Giving Back through Charitable Partnerships

During the 2025 Christmas season, GuocoLand partnered with The Boys' Brigade for our annual "Gifting for Good" initiative, bringing together GuocoLand staff, office tenants and shoppers at Guoco Tower and Guoco Midtown to give back to society. Participants were encouraged to adopt and fulfil the requests from the Wall of Wishes at both locations, providing essential items and gifts to children, youths and the elderly. The initiative succeeded in fulfilling 286 wishes.

Sofitel Singapore City Centre also continued its Tree of Hope: Christmas Grant-a-Wish initiative as part of its efforts to give back to the community. The hotel partnered with MorningStar Community Centre to grant Christmas gift wishes to 66 children and welcomed 40 of them to a festive high tea at Racines, the hotel's restaurant. Sofitel Singapore City Centre also received the Champion of Good recognition from the National Volunteer & Philanthropy Centre ("NVPC") in July 2025. The recognition is the highest tier of NVPC's Company of Good framework, awarded to organisations for exemplary commitment to corporate purpose and positive impact across the dimensions of people, society, environment, governance and economy.

CARING FOR OUR COMMUNITY

SGX Cares Bull Charge Charity Run 2025

GuocoLand was once again a proud sponsor of the 22nd edition of the SGX Cares Bull Charge Charity Run in November 2025. This is an annual corporate charity event that brings the financial community and SGX-listed companies together to support the needs of underprivileged children and families, persons with disabilities, as well as the elderly. Beyond contributing to the community, the event allowed us to foster camaraderie among the participating GuocoLand employees. This year's event raised more than S$2.5 million for six beneficiary organisations, namely AWWA Ltd., Autism Association (Singapore), Fei Yue Community Services, HCSA Community Services, Shared Services for Charities and Tasek Academy and Social Services.

Promoting Health and Wellness in the Community

GuocoLand organised our second mobile blood donation drive at Guoco Midtown Network Hub, building on the strong response received from the inaugural drive held in FY2025. The event was supported by GuocoLand employees, professionals working at Guoco Midtown and Guoco Tower, and members of the public who came forward to give blood. There were 88 participants who registered with a total of 56 units of blood collected.

Sofitel Singapore City Centre staff supported a similar cause, with a group of 10 employees visiting the Health Sciences Authority Blood Bank to donate blood. Their participation reflected the hotel's continued involvement in community causes throughout the year.

GuocoLand sponsored and hosted a head and shoulder massage session at Guoco Midtown Network Hub for our tenants. The services were provided by the Mobile Massage Team from the Singapore Association of the Visually Handicapped. Beyond supporting tenant wellness, the initiative provided meaningful vocational opportunities for the visually impaired.

Guoco Tower and Guoco Midtown hosted free monthly fitness activities in partnership with the Health Promotion Board, fostering a healthy work environment, keeping Singapore's workforce fit and active, and giving coworkers opportunities to connect after working hours.

In China, GuocoLand staff participated in the "10,000 Steps Walking Activity" (万步有约健走激励大赛) for the sixth consecutive year. Organised by the Shanghai Putuo Municipal Center for Disease Control and Prevention, the programme aims to improve the health of participants and prevent chronic diseases by encouraging them to walk 10,000 steps daily. Participants were required to meet their daily step targets while working together on multiple team challenges over the course of the programme. Out of 33 teams, our GuocoLand team stepped up and clinched the Outstanding Leadership Award and took second place for Team Excellence.

GuocoLand China also supported the Urban Land Institute ("ULI") Hot Runners Club, an urban night running community for ULI members, in organising a run around Guoco Changfeng City.

GuocoLand China organised the "Lunchtime Fitness Break" (活力长风•午间热练), a midday wellness activity for tenants at Guoco Changfeng City in Shanghai. Participants rotated through three challenge stations — basketball shooting, hopscotch and table curling — that paired light physical activity with friendly competition between colleagues. Tenant employees who completed all three challenges received complimentary meal vouchers redeemable at Guoco Changfeng City's F&B outlets. Our China office also held a Traditional Chinese Medicine ("TCM") consultation session at Guoco Changfeng City. Tenant participants received tailored advice on incorporating preventive health practices into their daily routines from senior TCM practitioners. These activities reflect GuocoLand China's ongoing commitment to supporting the health and wellbeing of its tenants' workforce.

Making a Difference through Employee Volunteering

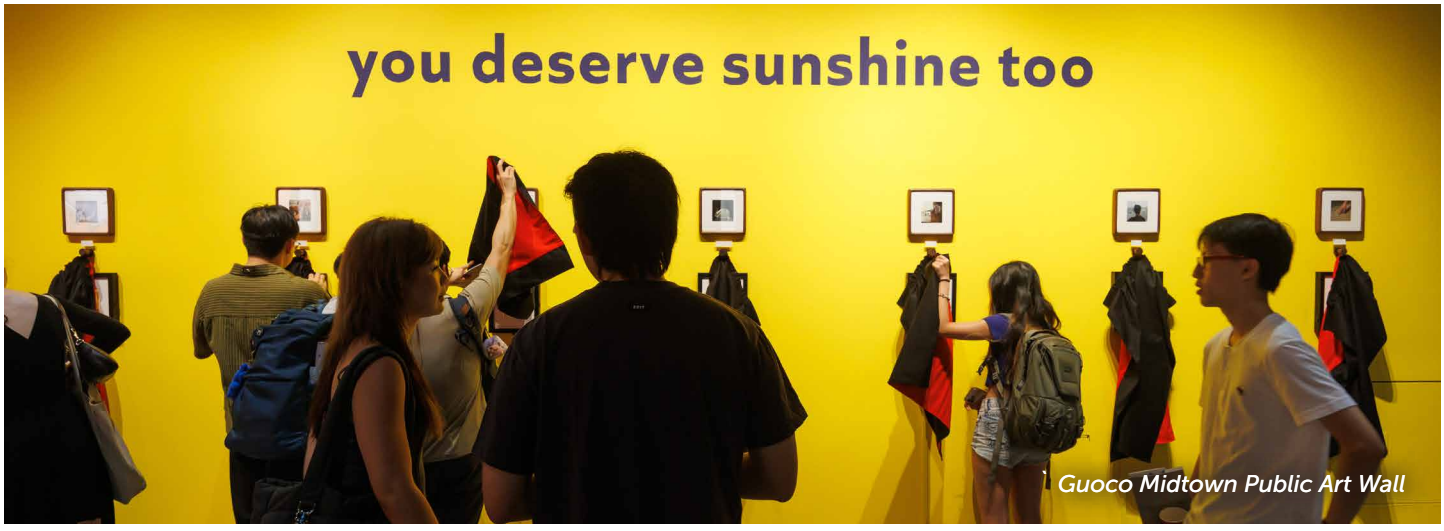
Sofitel Singapore City Centre employees volunteered their time to support a range of food and donation drives benefiting lower-income residents in the community. Working with Food from the Heart, a charity dedicated to distributing food assistance to those in need, employee volunteers assisted in preparing and packing food for distribution, as well as delivering cooked meals to designated households. The hotel also organised donation drives for pre-loved items and household appliances in partnership with the Salvation Army, and donated food to Food Bank Singapore.

In Malaysia, 10 employees from Sofitel Kuala Lumpur Damansara participated in the "Plant-the-Pulai" corporate social responsibility session at Free Tree Society's Bangsar Nursery in Kuala Lumpur. The two-hour session comprised hands-on tree planting, light maintenance works, and a guided nature walk along the Pulai Trail. During the event, participants gained insights into urban forest restoration, biodiversity conservation, and sustainable environmental practices.

Building Communities through Placemaking

GuocoLand is dedicated to fostering more connected, vibrant, and sustainable precincts where we are located, such as Tanjong Pagar and Beach Road-Bugis. Through various placemaking initiatives held at our integrated mixed developments, Guoco Tower, Guoco Midtown and Lentor Modern, we bring together residents, businesses and other stakeholders to uplift the neighbourhood.

GuocoLand established the Guoco Midtown Public Art Wall along the underground pedestrian network connecting the development to the Bugis MRT interchange station. The 44-metre wall serves as a permanent public exhibition space designed to integrate visual arts into the daily lives of the community. The initiative is a collaboration with DECK, a non-profit photography arts centre, and features a rotating series of exhibitions by both established and emerging artists. In FY2026, the wall hosted the exhibitions "Garden States" by local artist Marvin Tang, which presented works on Singapore's evolving relationship with its environment, and "In Our Own Frame" featuring 22 image-makers whose photographs explored everyday encounters and community life. The eleventh edition of "Undescribed", DECK's annual platform dedicated to supporting fresh arts graduates based in Singapore who have recently graduated from local or international art institutions, was also held at the wall. The exhibitions were accompanied by artist talks and guided tours for visitors.



Guoco Midtown Public Art Wall

CARING FOR OUR COMMUNITY

Guoco Tower and Guoco Midtown also serve as a platform for community-facing events by educational institutions and non-profits. These included the National Vertical Marathon, a stair-climbing event by the Nanyang Technological University Sports Club with categories spanning individual, veterans aged 45 and older, family and team formats, as well as Ride & Ralk for Rainbows 2025 by Club Rainbow (Singapore), a hybrid cycling, running and walking event to raise funds and awareness for children with chronic illnesses.

GuocoLand is a founding member of Discover Tanjong Pagar ("DTP"), Singapore's first business-led collective under the URA's pilot Business Improvement District programme. To commemorate Singapore's 60th National Day (SG60) in 2025, DTP organised a series of events over two weeks in collaboration with local community groups and partners. DTP also partnered with Cantonment Primary School to hold a Tree Planting Day in March 2026. A total of 24 trees were planted, completing DTP's 100 Tree Movement over five years, in support of National Parks Board's One Million Trees initiative.

In conjunction with Earth Day, GuocoLand China organised an "Empty Bottle Recycling" drive (空瓶回收行动) at Guoco Changfeng City. The drive encouraged office tenants to bring used plastic bottles to designated collection points within the development, with every three bottles exchangeable for one beverage voucher redeemable at participating F&B outlets at Guoco Changfeng City. The proceeds from the recycled bottles were donated to the "One Hundred Million Saxoul Trees" (一亿棵梭梭) programme, where saxoul trees are planted in China's desert regions to combat desertification.

Nurturing Future Talent through Education

In FY2026, GuocoLand supported the National University of Singapore's College of Design and Engineering Liu Thai Ker Professorship, which advances education and research in architecture and urban planning. The Professorship honours the legacy of the late Dr Liu Thai Ker, widely regarded as the father of urban planning in Singapore, who played a pivotal role in shaping the country's urban landscape. The Professorship provides a platform for future generations of architects and urban planners to shape cities that are liveable, inclusive and sustainable.

Sofitel Singapore City Centre continued its involvement in Nanyang Polytechnic's Industry Mentorship Programme, marking the hotel's third consecutive year of participation. The Hotel's General Manager, Hotel Manager and executive committee members served as mentors to students, offering guidance on hotel management and business functions. The programme provides students with direct access to industry practitioners and supports their transition from academic study into their professional careers. Sofitel Singapore City Centre also extends its training programme to students with special needs, curating dedicated schedules to support their participation.

Our Performance

GuocoLand's progress towards our FY2026 targets is presented in the table below. We have also set our targets for FY2027.

Material ESG Factor	FY2026		FY2027
	Target	Performance	Target
Local Communities	Continue our efforts to reach out and provide care for the community.	Target met.	Continue our efforts to reach out and provide care for the community.

CLIMATE-RELATED DISCLOSURES 2026

Since 2022, GuocoLand has published Climate-Related Disclosures ("CRDs") consistent with the recommendations issued by The Task Force on Climate-related Financial Disclosures ("TCFD"). The International Sustainability Standards Board ("ISSB") issued International Financial Reporting Standards ("IFRS") S2 Climate-related Disclosures in June 2023, fully incorporating the recommendations of the TCFD, which was formally disbanded in October 2023.

GuocoLand recognises that IFRS S2 builds upon the widely accepted TCFD framework and consolidates other investor-focused initiatives to reduce complexity and improve comparability for the users of sustainability information. Building on last year's report, the Group is progressively aligning its CRDs with IFRS S1 and IFRS S2, targeting full adoption by FY2029. This approach is in line with the extended implementation schedule announced by Singapore Exchange Regulation ("SGX RegCo") in August 2025 for listed issuers to adopt the new standards.

This year's CRDs have referenced the requirements of IFRS S2 where information is available and practicable. This report contains an ISSB Content Index organised along the key pillars of Governance, Strategy, Risk Management, as well as Metrics and Targets. The Group remains committed to consistently improving its disclosures and data quality in alignment with the ISSB Standards and other relevant frameworks.

GOVERNANCE

The Board of Directors ("Board") acknowledges the critical role of sustainability issues, including climate-related risks and opportunities, in shaping GuocoLand's business strategy and planning. The Board holds the primary responsibility for the Group's Sustainability Report and the CRDs contained within. Twice a year, the Board convenes to address sustainability-related concerns in preparation for the annual Sustainability Report. Additionally, the Board provides oversight to the Sustainability Management Committee and collaborates with the Management to maintain robust sustainability governance.

The Group's governance framework for managing climate-related risks is outlined as follows:

a. an Enterprise Risk Management ("ERM") framework is in place, under which risk owners are accountable for appropriate management of related risks;
b. the risk management team reviews and validates risk assessment processes;
c. the Board's Audit and Risk Committee ("ARC") assists the Board in performing its oversight function; and
d. the Internal Audit ("IA") function independently assesses and provides assurance on the adequacy and effectiveness of the Group's risk management and internal controls.

GuocoLand integrates climate-related risks and opportunities into its ERM framework and risk register, where relevant. Climate-related factors are considered as part of the Group's risk assessment process to support the identification, assessment, monitoring and management of these risks and opportunities, consistent with the Group's overall risk management practices.

GuocoLand's Board is dedicated to enhancing its expertise in handling climate-related matters. Board members have participated in the Listed Entity Director Programme on Environmental, Social and Governance ("ESG") Essentials and Navigating Towards International Sustainability Standards Board Compliance offered by the Singapore Institute of Directors, in addition to attending a workshop focused on climate-related disclosure regulations. The Group also requires all incoming directors to receive training on ESG as well as on climate-related risks and opportunities. The Group aims to continually strengthen the Board's supervision of climate-related risks and opportunities.

The Sustainability Management Committee, which comprises senior executives from different business units, assesses and manages climate-related risks and opportunities. Recommendations arising from these assessments are channelled to the ARC. The Sustainability Management Committee also develops and implements GuocoLand's sustainability objectives, strategies, policies and approaches.

Climate-related risks and opportunities are identified through the Group's ERM framework and incorporated into the Group's Risk Register. The relevant risk owners are required to review and update related challenges and mitigation measures on a half-yearly basis. Risks deemed relevant and significant are highlighted in each entity's key risk profile and heat map, which are then submitted to the Management and the ARC. The Management reviews the Group's Risk Register on a quarterly basis, while the ARC and the Board examine the key risk profiles on a half-yearly basis. The Management endeavours to keep abreast of the latest climate change developments and enhance its expertise in climate risk management, which includes pursuing additional training on sustainability.

CLIMATE-RELATED DISCLOSURES 2026

STRATEGY

In FY2025, GuocoLand conducted a quantitative climate risk assessment and scenario analysis. In FY2026, the Group reviewed the scope, scenarios and timeframes and determined that they remained relevant to the assessment of climate-related risks and opportunities.

The table below provides an overview of our scope of analysis and key parameters used for the purposes of the climate scenario analysis.

Scope and Parameters of the Climate Scenario Analysis performed

Parameters	Scope		
Assets and Countries	Properties under Management and Development Projects across Singapore, China and Malaysia		
Timeframe	• Short-term: 2030 • Medium-term: 2040 • Long-term: 2050		
Scenarios explored	• 1.5°C warming (IEA NZE 2050 / RCP 2.6)[30] • 3.0°C warming (IEA STEPS / RCP 8.5)		
Explored risks and opportunities	**Physical risks:** • Acute • Chronic	**Transition risks:** • Policy and legal • Technology • Market • Reputation	**Opportunities**: • Resource efficiency • Energy source • Products and services • Markets-related opportunities • Resilience

Our analysis spanned the geographical regions of Singapore, China and Malaysia, reflecting our property investment and development operations in these markets. The majority of risks and opportunities were assessed across all three geographies – with the exception of storms, which are more prevalent in China. We elected to align our study with the short-, medium-, and long-term horizons defined in the table above, which are commonly cited in climate science. In the short-term, we focus on operational adjustments and immediate impacts. The medium-term horizon guides us in addressing transitional shifts and evolving market conditions, while the long-term timeframe is important for evaluating climate risks (particularly the physical impacts of climate events) and opportunities concerning substantial long-term investments.

For our qualitative and quantitative climate risk assessment, we utilised two scenarios based on the Intergovernmental Panel on Climate Change ("IPCC") Representative Concentration Pathways ("RCPs"). They represent two different stress-test scenarios with physical and transition climate-related risks tested against both scenarios. Additional sources referenced include the International Energy Agency ("IEA") and the scenarios presented in the World Energy Outlook 2024 – the IEA Net Zero by 2050 and the IEA Stated Policies scenarios.

30 Scenario that is aligned with the latest international agreement on climate change (i.e. the Paris Agreement).

The full process of the climate scenario analysis study can be summarised into the following steps:

A thorough review of available data sources was conducted to evaluate the possible severity and relevance of impacts from the identified risks. This assessment used established climate outlook sources such as the Climate Analytics' Climate Impact Explorer[31] and the Network for Greening the Financial System ("NGFS")[32], as well as the latest understanding of climate science from the IPCC Sixth Assessment Report[33]. This was followed by a comprehensive impact mapping exercise to assess the effects of climate-related risks and opportunities across the real estate value chain and geographies. Using the results of the full assessment, the Management has noted the prioritised impacts of the climate-related risks and opportunities, which are then used to review the relevance of these impacts and identify strategies for mitigation and adaptation.

While the quantitative analysis provided valuable insights into the relative materiality of physical and transition risks, it was performed on a best-effort basis and is subject to inherent uncertainties and limitations. The financial impact estimates rely on assumptions regarding climate trajectories, asset exposure and market responses. The assumptions with respect to climate-related policies, macroeconomic trends, energy use mix and developments in technology used by GuocoLand remain aligned with those of the IPCC and IEA scenarios, whose data was applied in performing the climate scenario assessment.

Physical risks such as floods and storms are typically represented using probabilistic models that estimate average annual probabilities of occurrence. As such, the severity and frequency of these events may vary significantly over time. A conservative approach was adopted, assuming no improvement in flood protection measures over time, notwithstanding ongoing infrastructure upgrades in various regions.

These uncertainties reflect the evolving nature of climate data, regulatory frameworks and market dynamics. GuocoLand will continue to refine our scenario analysis methodology and improve data granularity in future reporting cycles.

Based on the results of the climate scenario analysis, the Group anticipates that transition risks are likely to have a more significant financial impact than physical risks across the identified time horizons (2030, 2040 and 2050) and climate scenarios (1.5°C and 3.0°C). These insights on financial materiality suggest that GuocoLand's future financial performance and position may be influenced by its ability to manage regulatory shifts, maintain green credentials and invest in low-carbon technologies.

31 Climate Analytics, Climate Impact Explorer.
32 NGFS, Scenarios Portal.
33 IPCC, Sixth Assessment Report, 2022.

CLIMATE-RELATED DISCLOSURES 2026

The following tables present the results from the quantitative and qualitative climate scenario analysis against the climate-related risks and opportunities across Singapore, China and Malaysia, mapped against two climate scenarios (1.5°C and 3.0°C) and three timeframes (2030, 2040 and 2050).

The table below outlines key physical and transition risks relevant to GuocoLand and the potential impacts, as well as a heat map to show materiality across scenarios and timeframes. Direct and indirect mitigation strategies have been identified, describing how each climate-related risk may be effectively mitigated. The Group continues to monitor and review these risks, taking into consideration regulatory developments, changing market expectations and emerging environmental challenges.

Summary of Quantitative and Qualitative Analysis – Physical and Transition Risks

Low-Moderate Impact Moderate-High Impact

Risk Type	Primary Risk Driver	Key Impacts	Scenarios and Timeframes						Mitigation and Adaptation Measures
			2030	2040	2050	2030	2040	2050	
			1.5°C			3.0°C			
Chronic Physical Risk	Rising mean temperatures (including heatwaves)	• Additional energy cost for cooling due to increase in cooling demand as a result of heat stress • Additional construction cost due to loss in labour productivity related to heat stress							**DIRECT** • Parameters such as rainfall, temperature, occurrence of flash floods and water supply in Singapore are taken into consideration when planning projects, along with the location of GuocoLand's properties, energy consumption patterns and building materials, among other considerations • Regular maintenance of cooling equipment • Flood control measures and emergency response plans • Regular inspection to ensure backup facilities are prepared for extreme weather events **INDIRECT** • Health and safety briefings on heat stress conditions
Acute Physical Risk	Floods (flash floods and general/river floods)	• Revenue impact due to business interruptions caused by floods (flash floods and river floods) • Additional insurance cost (due to climate risk)							
	Increased severity of extreme weather events (e.g. cyclones/ storms/typhoons)	• Revenue impact due to business interruptions caused by storms (tropical and convective storms) • Additional insurance cost (due to climate risk)							

Risk Type	Primary Risk Driver	Key Impacts	Scenarios and Timeframes						Mitigation and Adaptation Measures
			2030	2040	2050	2030	2040	2050	
			1.5°C			3.0°C			
Chronic Physical Risk	Rising sea levels	• Revenue impact due to business interruptions caused by coastal floods • Additional insurance cost (due to climate risk)							**DIRECT** • The Group has assessed that this risk is mitigated as the Group complies with all relevant authority requirements relating to climate-related risks
Policy and Legal Transition Risk	Increased carbon pricing	• Carbon costs (related to Scope 1 and 2 emissions, emissions from construction materials and waste disposal)							**DIRECT** • Appropriate decarbonisation strategies are factored into the Group's investment decisions **INDIRECT** • Collaboration with contractors to use low carbon emissions concrete and other construction materials
	Low carbon economy transition policies & regulations	• Additional construction cost as related to "green" or low carbon features							**DIRECT** • Use of highly efficient water fittings with "Excellent" or "Good" ratings under the Water Efficient Labelling Scheme • Harvesting air handling unit condensate water that is otherwise wasted to offset cooling tower water make-up • Using NEWater for cooling tower make-up water, instead of water from municipal supply • Implementing rainwater harvesting systems to collect rainwater for landscape irrigation • Use of automated, water efficient subsoil drop system with rain sensors for irrigation purposes

Risk Type	Primary Risk Driver	Key Impacts	Scenarios and Timeframes						Mitigation and Adaptation Measures
			2030	2040	2050	2030	2040	2050	
			1.5°C			3.0°C			
Policy and Legal Transition Risk									• Use of private water metering systems and water leakage detectors to monitor water consumption and water leakage **INDIRECT** • Upskilling employees in sustainability technologies
Market Transition Risk	Increased cost of raw materials	• Increased spending on construction materials							**DIRECT** • Evaluate alternative materials and ways to reduce materials needed **INDIRECT** • Collaboration with contractors to use low carbon emissions concrete and other construction materials
Reputation Transition Risk	Shifts in consumer preferences towards low carbon products and services	• Potential revenue loss if GuocoLand's properties do not maintain their levels of certification (as related to green rental premium)							**DIRECT** • Take appropriate environmental standards and green certifications into consideration when designing or retrofitting its properties • All recent residential, office and retail developments built by GuocoLand in Singapore are certified BCA Green Mark Gold^{Plus} or higher **INDIRECT** • Garner feedback on the expectations of customers and tenants on GuocoLand's products and services, and make any necessary strategic improvements

Risk Type	Primary Risk Driver	Key Impacts	Scenarios and Timeframes						Mitigation and Adaptation Measures
			2030	2040	2050	2030	2040	2050	
			1.5°C			3.0°C			
Technology Transition Risk	Increased demand for lower emissions options/R&D investment for decarbonisation*	• Reduced revenue due to increased competition • Risk of losing competitive advantage							**DIRECT** • Obtaining green building certifications • Investment in piloting newer and cleaner infrastructure within properties **INDIRECT** • Upskilling employees in sustainability technologies
	Cost of adopting low-carbon technology*	• Additional cost of energy efficient fittings • Increased capital cost from adopting new technologies							**DIRECT** • High efficiency chillers and 5-ticks (under the Mandatory Energy Labelling Scheme) split unit air-conditioning systems • High-performance glazing to minimise heat gain and harvest natural daylight • Energy efficient lifts with regenerative drive systems to convert waste energy from lift movement into usable energy • Carbon dioxide sensors to regulate fresh air supply to maintain pleasant working environments • LED light fittings • Motion sensors integrated into light fixtures for all non-occupied spaces to reduce electricity usage while ensuring that such areas remain safe for passage • Dashboards displaying energy consumption data, trended from private meters to cultivate awareness of energy consumption

** Risks that were explored qualitatively*

CLIMATE-RELATED DISCLOSURES 2026

The table below presents some climate-related opportunities for GuocoLand, highlighting potential financial impacts and the Group's strategic approaches to leverage them. The table also features a heat map to illustrate the materiality of each opportunity across two climate scenarios (1.5°C and 3.0°C) and three timeframes (2030, 2040 and 2050), supporting GuocoLand's long-term climate resilience planning.

Summary of Quantitative and Qualitative Analysis – Transition Opportunities

Low-Moderate Impact Moderate-High Impact

Opportunity Type	Primary Opportunity Driver	Key Impacts	Scenarios and Timeframes						Approach
			2030	2040	2050	2030	2040	2050	
			1.5°C			3.0°C			
Resource Efficiency Transition Opportunity	Move to greener buildings	• Increase in asset value • Potential reduction in operating costs (e.g. energy)							• Evaluating the efficiency of currently owned properties and other potentially greener properties • Map out the potential costs of moving to a greener property versus investment in more energy efficient/ greener infrastructure in the current property • Map out the cost for obtaining green building certification as compared to the investment to make the buildings "green"
	Investment in energy efficiency technology	• Reduced operating costs							• Exploring which buildings should be retrofitted and what the energy-efficiency savings would be
Products and Services Transition Opportunity	Development and/or expansion of low emission properties	• Increased customer satisfaction and revenue (green premium) • Increase in asset values							• Exploring the energy efficiency thresholds for obtaining green building certification • Embedding green properties during the building design stage

Opportunity Type	Primary Opportunity Driver	Key Impacts	Scenarios and Timeframes						Approach
			2030	2040	2050	2030	2040	2050	
			1.5°C			3.0°C			
Resource Efficiency Transition Opportunity	Use of more efficient materials and processes*	• Reduced operating costs • Increased revenue through demand for lower emission products and services							• Exploring more efficient building materials during the construction process • Embedding green and energy efficient properties during the building design stage
Energy Source Transition Opportunity	Use of lower emission sources of energy*	• Decreased exposure to carbon pricing and other regulations							• Exploring Renewable Energy Certificates • Stepping up the adoption and installation of solar photovoltaic panels
Markets Transition Opportunity	Access to new markets*	• Increased diversification of financial assets and more capital							• Building a strong sustainability framework that can assist in obtaining sustainability-linked financing • Nominating eligible green building projects for green financing

** Opportunities that were explored qualitatively*

The Group is continuously strengthening its focus on maintaining and enhancing green building certifications across its portfolio. The Group is also prioritising investments in energy-efficient technologies and sustainable design.

To address the identified climate-related risks and capture emerging opportunities, GuocoLand has strategically allocated financial and operational resources to ensure that operations are equipped to transition toward a climate-resilient future. GuocoLand has cumulatively secured about S$5.2 billion in green financing, including past and current facilities, as at 30 June 2026 to support the development and enhancement of sustainable assets. The Group is also assessing and implementing asset enhancement initiatives ("AEI") to improve energy and water efficiency across its portfolio.

To further enhance climate resilience, GuocoLand has embedded sustainability into its building design and specifications. For more details on GuocoLand's initiatives for our Development Projects, refer to Pillar 1.

As part of its climate strategy, GuocoLand recognises the importance of engaging its broader ecosystem and actively collaborates to address climate-related risks and opportunities. The Group works with supply chain partners by embedding environmental, health and safety standards into procurement processes. For more information, refer to Pillar 2.

Overall, GuocoLand has demonstrated a capacity to address climate-related risks and opportunities through strategic planning, operational readiness and targeted investments. These initiatives collectively demonstrate GuocoLand's alignment with climate resilience expectations.

RISK MANAGEMENT

GuocoLand aims to manage climate-related risks in alignment with its existing risk management policies and protocols. Since FY2023, the Group has established a set of climate-related risk management policies to proactively identify, assess and manage these risks in a manner consistent with our ERM framework. The Group has also enhanced its engagement with internal and external stakeholders to identify and assess its priority climate-related risks. Building on these efforts, the quantitative climate scenario analysis conducted last year enhanced the identification of climate-related risks and provided valuable insights into potential climate-related challenges, thus supporting the development of more informed risk management strategies.

Climate-related risks are integrated into the Group's ERM framework. Similar to other types of risks, climate-related risks are prioritised and assessed based on their likelihood of occurrence and magnitude of impact, which defines the levels of exposure to each risk. The climate-related risks are identified based on location- and industry-specific factors that are relevant to GuocoLand's business. Based on these potential risk exposures, the Group identifies appropriate mitigation and adaptation strategies for managing each risk. Furthermore, GuocoLand has implemented data management systems for tracking climate-related data, which has helped ensure data integrity, consistency and accessibility across the Group.

At present, climate-related considerations are not factored into executive remuneration. Should this policy evolve, we will update our disclosures to reflect any linkages between executive pay and climate-related goals. GuocoLand will work on further integrating the climate-related risks into the Group's ERM framework, as well as enhancing the processes for identifying, assessing and managing these types of risks. Based on the climate scenario analysis performed, we will further consider the definition of the nature, likelihood and magnitude as related to climate-related risks.

Besides the integration of climate-related risks in the Group's ERM framework, which is overseen by the Group Risk function, the Group's Internal Audit function is responsible for verifying the Group's internal controls and risk management plans. The IA team and Risk Manager are responsible for highlighting any material findings and issues arising from the assessment of risks that are part of the Group Risk Register and for providing a key risks report update to the Board. Furthermore, the Management reviews the Group's sustainability objectives and achievements, and approves our sustainability-related and climate-related disclosures.

The relevant business unit or entity is responsible for providing a description of any significant climate-related risks and associated potential business or financial impacts, as well as mitigation or adaptation actions (including in cases where climate-related risks are prioritised relative to other types of risks). A negative statement is required if no significant climate-related risks are identified.

METRICS AND TARGETS

The Group actively tracks and reports on greenhouse gas ("GHG") emissions to evaluate relevant climate-related risks and opportunities that emerge from efforts to decarbonise and reduce the GHG emissions footprint. This includes monitoring the GHG emissions from the Group's business operations across Development Projects, Properties under Management and Hotels. Additionally, the Group reports on other metrics such as energy consumption, water consumption and waste generation. The monitoring of these metrics supports the strategy for managing climate-related risks and opportunities. The Group will continue to explore additional metrics for measuring climate-related risks as we broaden the analysis of the potential financial impacts of these risks.

To calculate our GHG emissions, GuocoLand follows the GHG Protocol and aligns its methodologies with best practices in GHG emissions calculation. The emission factors used are all from official sources, including the Singapore Emission Factors Registry ("SEFR") and UK government's Department for Environment, Food & Rural Affairs ("DEFRA").

More details on the methodology and assumptions used in the calculation of our GHG emissions footprint can be found on Page 17. GuocoLand calculates GHG emissions using the operational control approach. This methodology aligns with industry best practices, ensuring comprehensive oversight of the operations over which we exercise operational control. GuocoLand remains committed to evaluating and potentially improving our approach to align with evolving standards and methodologies.

Our detailed GHG emissions performance, which includes Scope 1, 2 and 3 emissions, has been disclosed in Pillar 1. In FY2026, our carbon emissions footprint was 182,386 tCO_2e.

GuocoLand currently does not implement internal carbon pricing or use carbon credits. We will evaluate the potential need for internal carbon pricing and carbon credits, and continuously explore all available options for enhancing our environmental strategy.

To provide a comprehensive view of our environmental performance, this Sustainability Report includes information on the Group's energy and water consumption, waste generated, as well as GHG environmental disclosures. These metrics are reported with the objective of supporting both mitigation and adaptation strategies in response to environmental challenges.

- Energy consumption (Page 16)
- Water consumption (Page 19)
- Waste generated (Page 21)

Looking ahead, GuocoLand will maintain internal engagement among business units to continuously enhance the data coverage and quality of GHG emissions metrics. This effort will be accompanied by the evaluation of potential decarbonisation strategies, including energy and water efficiency measures and adoption of technologies aimed at reducing our GHG emissions. These initiatives will primarily be explored through feasibility studies for new AEIs.

The Group has established specific targets for its energy, water and waste material factors. For more information on these specific targets and related performance, refer to Pillar 1.

GRI CONTENT INDEX

Statement of use	GuocoLand Limited has reported in accordance with the GRI Standards for the period 1 July 2025 to 30 June 2026.
GRI 1 used	GRI 1: Foundation 2021

Report References:
AR: GuocoLand's FY2026 Annual Report **SR: GuocoLand's FY2026 Sustainability Report**

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	**SR**: Pg 1 **AR**: Pg 2			
	2-2 Entities included in the organization's sustainability reporting	**SR**: Pg 5			
	2-3 Reporting period, frequency and contact point	**SR**: Pg 4-5			
	2-4 Restatements of information	**SR**: Pg 16-17, 19, 21, 26			
	2-5 External assurance	**SR**: Pg 5			
	2-6 Activities, value chain and other business relationships	**SR**: Pg 1-6, 9-11, 39 **AR**: Pg 2-32, 45-64, 78-84, 107-113, 159-162			
	2-7 Employees	**SR**: Pg 25-26			
	2-8 Workers who are not employees	**SR**: Pg 34	a, b, c	Information unavailable / incomplete	Data on workers who are not employees is unavailable.
	2-9 Governance structure and composition	**SR**: Pg 7, 30, 51 **AR**: Pg 33-41, 45-64			
	2-10 Nomination and selection of the highest governance body	**SR**: Pg 7, 30, 51 **AR**: Pg 45-64			
	2-11 Chair of the highest governance body	**AR**: Pg 45-64			

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	**SR**: Pg 3, 7, 51 **AR**: Pg 45-64			
	2-13 Delegation of responsibility for managing impacts	**SR**: Pg 3, 7, 37-39, 51 **AR**: Pg 45-64			
	2-14 Role of the highest governance body in sustainability reporting	**SR**: Pg 3, 7, 51 **AR**: Pg 45-64			
	2-15 Conflicts of interest	**SR**: Pg 40 **AR**: Pg 38-39, 59-60, 164			
	2-16 Communication of critical concerns	**SR**: Pg 37-38 **AR**: Pg 56-60, 64	b	Confidentiality constraints	The Company is of the view that the number and nature of critical concerns are confidential.
	2-17 Collective knowledge of the highest governance body	**SR**: Pg 3, 7, 51 **AR**: Pg 45-64			
	2-18 Evaluation of the performance of the highest governance body	**AR**: Pg 51-53			
	2-19 Remuneration policies	**SR**: Pg 30 **AR**: Pg 53-56			
	2-20 Process to determine remuneration	**AR**: Pg 53-56			
	2-21 Annual total compensation ratio	**AR**: Pg 54-55	a, b, c	Confidentiality constraints	The Company does not disclose the compensation ratio. However, the compensation for our key management personnel are published in the Annual Report.

GRI CONTENT INDEX

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	**SR**: Pg 3, 7 **AR**: Pg 3, 42-43			
	2-23 Policy commitments	**SR**: Pillars 1-4			
	2-24 Embedding policy commitments	**SR**: Pillars 1-4			
	2-25 Processes to remediate negative impacts	**SR**: Pg 3, 7, 9, 31-32, 34-35, 37-40 **AR**: Pg 56-60			
	2-26 Mechanisms for seeking advice and raising concerns	**SR**: Pg 7, 9, 37-40 **AR**: Pg 44, 56-60			
	2-27 Compliance with laws and regulations	**SR**: Pillars 1-4			
	2-28 Membership associations	**SR**: Pg 11			
	2-29 Approach to stakeholder engagement	**SR**: Pg 9, 45-50 **AR**: Pg 44			
	2-30 Collective bargaining agreements	N.A.	a, b	Not applicable	None of our employees are covered by collective bargaining agreements.
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	**SR**: Pg 10 **AR**: Pg 43-44			
	3-2 List of material topics	**SR**: Pg 10 **AR**: Pg 43			
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 40			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	**SR**: Pg 40			

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	**SR**: Pg 40			
	205-3 Confirmed incidents of corruption and actions taken	**SR**: Pg 40			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 13-14			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	**SR**: Pg 16			
	302-3 Energy intensity	**SR**: Pg 16			
	302-4 Reduction of energy consumption	**SR**: Pg 16			
Water and Effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 18			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	**SR**: Pg 18			
	303-5 Water consumption	**SR**: Pg 19			
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 13-14, 17			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	**SR**: Pg 17			
	305-2 Energy indirect (Scope 2) GHG emissions	**SR**: Pg 17			
	305-3 Other indirect (Scope 3) GHG emissions	**SR**: Pg 17			
	305-4 GHG emissions intensity	**SR**: Pg 17			
	305-5 Reduction of GHG emissions	**SR**: Pg 17			

GRI CONTENT INDEX

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 20-21			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	**SR**: Pg 20-21			
	306-2 Management of significant waste-related impacts	**SR**: Pg 20-21			
	306-3 Waste generated	**SR**: Pg 21			
	306-4 Waste diverted from disposal	**SR**: Pg 21			
	306-5 Waste directed to disposal	**SR**: Pg 21			
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 25-29			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	**SR**: Pg 26			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	**SR**: Pg 27-29			
	401-3 Parental leave	**SR**: Pg 27, 29			
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 31-34			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	**SR**: Pg 31-34			
	403-2 Hazard identification, risk assessment, and incident investigation	**SR**: Pg 32			
	403-3 Occupational health services	**SR**: Pg 32-33			

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	**SR**: Pg 31-34			
	403-5 Worker training on occupational health and safety	**SR**: Pg 32-33			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**SR**: Pg 31-34			
	403-9 Work-related injuries	**SR**: Pg 34			
	403-10 Work-related ill health	**SR**: Pg 34			
Training and Education					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 28-29			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	**SR**: Pg 29			
	404-2 Programs for upgrading employee skills and transition assistance programs	**SR**: Pg 28-29			
	404-3 Percentage of employees receiving regular performance and career development reviews	**SR**: Pg 29			
Diversity and Equal Opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 25-26, 30-31			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	**SR**: Pg 25-26, 30-31 **AR**: Pg 33-41, 49			

GRI CONTENT INDEX

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 30-31			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	**SR**: Pg 30-31			
Child Labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 35			
Forced or Compulsory Labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 35			
Local Communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 47-50			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	**SR**: Pg 47-50			
Customer Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 45-47			
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	**SR**: Pg 45-47			

GRI Standard / Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
Marketing and Labelling					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 46			
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	**SR**: Pg 46			
	417-3 Incidents of non-compliance concerning marketing communications	**SR**: Pg 46			
Customer Privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	**SR**: Pg 41			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	**SR**: Pg 41			

ISSB CONTENT INDEX

This ISSB Content Index outlines the Group's progressive alignment with specific disclosures from IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures). The references mapped below demonstrate our efforts to integrate climate-related risks, opportunities, governance and metrics as we transition towards full compliance with the SGX reporting requirements for climate-related disclosures.

Code	Disclosure Description	Location
CONCEPTUAL FOUNDATIONS		
S1.17	**Materiality** – An entity shall disclose material information about the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Climate-Related Disclosures – Strategy, pg 52-59 Sustainability at GuocoLand – Materiality Assessment, pg 10
S1.20	**Reporting entity** – An entity's climate-related financial disclosures shall be for the same reporting entity as the related financial statements.	About this Report – Reporting Scope, pg 5
S1.21-24	**Connected information** – An entity shall provide information in a manner that enables users of general purpose financial reports to understand the connections between the items to which the information relates and the connections between disclosures provided by the entity.	Climate-Related Disclosures – Strategy, pg 52-59
GOVERNANCE		
S2.5-7	**Governance** – The objective of climate-related financial disclosures on governance is to enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	Climate-Related Disclosures – Governance, pg 51 Sustainability at GuocoLand – Sustainability Governance Structure, pg 7
STRATEGY		
S2.8; S2.10; S2.12	**Climate-related risks and opportunities** – The objective of climate-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	Climate-Related Disclosures – Strategy, pg 52-59
S2.13	**Business model and value chain** – An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its business model and value chain.	Climate-Related Disclosures – Strategy, pg 52-59
S2.14	**Strategy and decision-making** – An entity shall disclose information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making.	Climate-Related Disclosures – Strategy, pg 52 Climate-Related Disclosures – Metrics and Targets, pg 61 Pillar 1: Towards a Greener Future, pg 13-14
S2.15; S2.16; S2.21	**Financial position, financial performance and cash flows** – An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows for the reporting period.	Climate-Related Disclosures – Strategy, pg 52-59

Code	Disclosure Description	Location
S2.22	**Climate resilience** – Disclose information that enables users of general purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration its identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with its circumstances. In providing quantitative information, the entity may disclose a single amount or a range.	Climate-Related Disclosures – Strategy, pg 52-59
RISK MANAGEMENT		
S2.24-26	**Risk Management** – The objective of climate-related financial disclosures on risk management is to enable users of general purpose financial reports to understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.	Climate-Related Disclosures – Risk Management, pg 60
METRICS & TARGETS		
S2.27	**General requirements** – The objective of climate-related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	Climate-Related Disclosures – Metrics and Targets, pg 61 Pillar 1: Towards a Greener Future, pg 13-14
S2.29	**Greenhouse gases** – An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gas emissions, climate-related physical risks, transition risks, opportunities, capital deployment, internal carbon prices and remuneration during the reporting period.	Climate-Related Disclosures – Metrics and Targets, pg 61 Pillar 1: Towards a Greener Future, pg 13-14, 17
S2.33-37	**Climate-related targets** – An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. In identifying and disclosing the metrics used to set and monitor progress towards reaching a target described in S2.33–34, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	Climate-Related Disclosures – Metrics and Targets, pg 61 Pillar 1: Towards a Greener Future, pg 17

ISSB CONTENT INDEX

Code	Disclosure Description	Location
GENERAL REQUIREMENTS		
S1.54; S1.55(a); S1.56; S1.58(a); S1.59	**Sources of Guidance** – In identifying climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, an entity shall apply IFRS Sustainability Disclosure Standards. In identifying applicable disclosure requirements about a sustainability-related risk or opportunity that could reasonably be expected to affect an entity's prospects, an entity shall apply the IFRS Sustainability Disclosure Standard that specifically applies to that sustainability-related risk or opportunity. In addition to the IFRS Sustainability Disclosure Standards, an entity shall refer to and consider the applicability of the disclosure topics in the SASB standards for the identification of climate-related risks and opportunities. In the absence of an IFRS Sustainability Disclosure Standard that specifically applies to a sustainability-related risk or opportunity, the entity shall refer to and consider the applicability of the metrics associated with the disclosure topics included in the SASB standards.	About this Report – Reporting Standards and Framework, pg 4
S1.60; S1.62	**Location of disclosures** – An entity is required to provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general-purpose financial reports.	About this Report, pg 4
S1.64	**Timing of reporting** – An entity shall report its climate-related financial disclosures at the same time as its related financial statements and cover the same reporting period as the related financial statements.	About this Report, pg 4
S1.70	**Comparative information** – An entity shall disclose comparative information in respect of the preceding period for all amounts and other relevant information disclosed in the reporting period.	Pillar 1: Towards a Greener Future, pg 16-17, 19, 21
JUDGEMENTS, UNCERTAINTIES AND ERRORS		
S1.74	**Judgements** – An entity shall disclose information about the judgements that it has made in the process of preparing its climate-related financial disclosures.	Climate-Related Disclosures – Strategy, pg 52-53
S1.77; S1.78	**Measurement uncertainty** – An entity shall disclose information about the most significant uncertainties affecting the amounts reported in its climate-related financial disclosures.	Climate-Related Disclosures – Strategy, pg 52-53
S1.83	**Errors** – An entity shall correct material prior period errors by restating the comparative amounts for the prior period(s) disclosed unless it is impracticable to do so.	Pillar 1: Towards a Greener Future, pg 16-17, 19, 21 Pillar 2: Empowering Our People, pg 26

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